



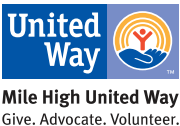
DENVER
THE MILE HIGH CITY

A report to Mayor Michael B. Hancock
By Denver's Road Home



DENVER'S TEN-YEAR PLAN TO END HOMELESSNESS

2005 – 2015



2005

DENVER'S TEN-YEAR PLAN TO END HOMELESSNESS

YEAR 10 — FIFTH REVISION

2015

FROM THE EXECUTIVE DIRECTOR



Ten years ago, our community made an intentional decision, articulated in the Ten-Year Plan (TYP) to end homelessness, to seriously address the issue of homelessness. An impressive group of consumers, advocates, faith-based organizations, funders, nonprofits, business leaders and government came together to look at and respond to the growing issues of individual and family homelessness.

With the population of persons experiencing homelessness almost doubling every five years from 1988 to 1998, and then an average increase of 35% per year from 1998 to 2003, it was clear a comprehensive approach involving the entire community was needed to break the escalation of this human tragedy. Many people who started this journey with us ten years ago are still alongside us today as we continue to work to improve life for thousands in Denver. Thank you for your perseverance.

In addition to the changing number of homeless in our community, the demographics of the homeless we serve has changed, as well. Families experiencing homelessness grew to become nearly equal to the number of single men in Denver since 2005. The implementation of the TYP resulted in a reversal of family homelessness growth early on; however, the incidents of family homelessness were the fastest growing of the homeless population throughout the last three years according to the Point-in-Time surveys.

In addition, we have seen a marked increase in homeless and disconnected youth. If we hope to break the cycle of homelessness earlier in the lives of these youth, we must look beyond the surface and find ways to improve programs, conditions and outreach to these young people. There has also been a noticeable spike in seniors accessing services, particularly emergency shelters. This population present with many infirmities and physical challenges.

Many aspects surrounding homelessness have changed for the better. Unfortunately, others have remained doggedly persistent.

As we reflect back on the TYP, the growing pains, its successes and the continued challenges, we have plenty to celebrate. Thousands of lives have been impacted by the work. Many continue to maintain housing and access to physical and behavioral-health services and enjoy increased income levels. Our partners and providers continue to operate at herculean levels to accommodate the growing needs and variety of demands of those accessing services.

These assistive efforts have occurred during one of the most difficult economic environments in our nation's history. Not only were citizens and businesses greatly impacted by the recession but our philanthropic supporters also felt the pressure. As the country continues to climb out of the effects of the economic downturn, the populations we serve continue to struggle. Homelessness is a lagging indicator in poor economic times. As a result, we are still seeing too many individuals and families suffering the effects seen by those on the low end of the economic scale.

Resources and efforts from federal, state, and local levels are being directed toward the fundamental solution to homelessness: housing. Federal funding for housing rehabilitation in neighborhoods and emergency-solutions grant money for rapid re-housing of individuals and families allowed for a quick

turnaround to housing for those we serve. The state's Housing Toolkit Initiative provided technical assistance for small communities and organizations with a "Development 101" approach to build capacity to produce development plans for units of permanent, supportive housing (PSH). Under the leadership of Mayor Michael B. Hancock and the Office of Economic Development, the City and County of Denver, implemented "Housing Denver," a comprehensive five-year plan to deliver housing opportunities for all income levels. To ensure this plan produces, a funding mechanism is being developed to provide a long-sought and substantially dedicated funding stream for these efforts.

Denver's Road Home continues its efforts in conjunction with the Metro Denver Homeless Initiative to bring a regional approach to solutions for homelessness. This collaborative work is well underway that includes the development of a coordinated entry system for access to housing and supportive services for homeless individuals across the region. The program is a "no-wrong-door" approach to assisting the homeless. The current pilot is expected to be operational in 2016 and will be a significant and potentially game-changing accomplishment.

The end of the current Ten-Year Plan leads into the next plan to inform and guide policies and resource distribution through the next three to five years. That plan, Destination: Home, will build on the TYP efforts and pivot to address the changing landscape of homelessness. There is more to come on that activity in the very near future.

As we come to the close of the 2005-2015 TYP, we wanted to share some of the important lessons learned to date:

- We must maintain a sense of urgency around homelessness. Over time, passion can fade and fundraising fatigue will creep in. We must work to re-energize our efforts regarding the work.
- We must make our story better known. Denver's Road Home and every agency and organization involved in this effort must work continually to articulate what we do and why it is necessary.
- We must continue to coordinate and collaborate. Partnerships are the foundation for us to get things accomplished. No single entity can solve this; it will take all of us.
- We must adapt to and master changing conditions and be positioned to adapt to a changing landscape and other circumstances that seem uncontrollable.
- We must work to inspire innovation. Denver's Road Home can encourage avenues for innovation. We must look at how we can do things differently for better results.

So, as we prepare to move to the next level to address homelessness, I believe we as a community are well positioned to complete the infrastructure of a homeless care system that is efficient, coordinated and seamless for those we serve.

Sincerely,

Bennie L. Milliner
Denver's Road Home Executive Director

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DENVER COMMISSION ON HOMELESSNESS 2013-2015

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Denver Human Services

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Angie Nelson
Program Administrator/DRH

Bennie Milliner
Director/DRH

Chris Conner
Program Administrator/DRH

Debra Gray
Housing Manager/DRH/Denver
Housing Authority

Jon Luper
Program Manager/DRH

Josh Garland
Americorps Vista Member

Morina Duerson
Operations Assistant/DRH

Renee Crews
Homeless Systems Outreach
Coordinator/DRH

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The Burnes Institute

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Relations | Encana Oil & Gas

Elayne Gallagher | Institution
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Colorado Coalition for the Homeless

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Leanne Wheeler | President |
Wheeler Advisory Group LLC

Leslie Foster | President & CEO |
The Gathering Place

Lindi Sinton | Vice President of
Program Operations | Volunteers
of America, Colorado Chapter

Mark Trast | Homeless Advocate

Michael Henry | Executive Director,
Board of Ethics | City of Denver

Nachshon Zohari | Director |
Denver Office of Drug Strategy

Nancy Rider | Employment
Specialist | Bayaud Enterprises

Nikki Jackson | President & Founder |
Sustainable Storytelling Consulting

Randle Loeb | Community
Organizer | CCH/CHUN/ACHY

Regina Huerter | Executive
Director | Crime Prevention and
Control Commission

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& Visitors Bureau

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Neighborhoods

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Warren Village

Stephen Gould | Independent |
Research

Terrell Curtis | Executive Director |
The Delores Project

Tom Luehrs | Executive Director |
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Victoria McVicker | CEO |
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Wayne New | City Councilman,
District 10 | Denver City Council

IN MEMORIAM OF STEPHEN T. GOULD

Our fellow commissioner, tireless advocate for people without homes, and our friend Stephen T. Gould passed away this year, 2015, after battling a long illness. Stephen's life and efforts on behalf of others were exhibited in so many ways. He was a commission member for the entire duration of the Ten-Year Plan, remaining active and contributing his thoughts and opinions to the end while in hospice. He represented homeless individuals as a founding member of the board of the Metro Denver Homeless Initiative, pushing to have homelessness addressed as a regional issue. Stephen was recognized as a writer, meticulous editor and poet. He was an avid researcher and had several articles published in journals and local papers. His scholarly research concerning wet-bulb temperature and its relationship to life-threatening conditions for those living outside resulted in the standard used in Denver for shelter activations. His friends considered him a first-rate scholar who measured everything through a lens of purpose, meaning, and the highest standards of ethics. Stephen will be missed.

THE TEN-YEAR PLAN IN PERSPECTIVE

In ten years, Denver's Road Home (DRH), the Homeless Commission and our community partners have learned a great deal, and we must keep learning and keep pushing for new and innovative ways to assist persons who are at risk or are experiencing homelessness in Denver. As we come to the end of the Ten-Year Plan, one of the important highlights is that homeless programs in Denver are much better coordinated and will continue to improve moving forward, thanks to this effort. The infrastructure spine that is seamless, coordinated, and linked to comprehensive services is in place. It is necessary for building an effective homeless care system for individuals and families at risk or who are experiencing homelessness.

Did homelessness end in Denver? No. However, it's important to remember that the TYP to End Homelessness was a rallying point meant to raise community awareness, visibility and focus around this important issue. That means we needed an ambitious goal to aim for: ending homelessness.

Although homelessness has not ended in Denver, or in any other major urban area in the nation, progress is evident. We continue to be in the hangover of the Great Recession. Homelessness is a lagging indicator in difficult economic times. In the slow recovery, it is challenging for more and more individuals and families to keep from joining the legions of persons experiencing homelessness. Meanwhile, our comparatively strong economy generated a population rush of new residents seeking employment and career opportunities. A portion of these new residents arrived in Denver and the surrounding metro area ill-equipped to obtain income or housing, resulting in poverty and homelessness.

Despite these challenges, together with our partners, we did accomplish many things. Through the dedicated efforts of the Denver community, the Commission to End Homelessness and Denver's Road Home, a comprehensive, integrated network of housing and services has emerged and helped thousands of people out of homelessness and prevented thousands more from becoming homeless.

Some highlights of successful efforts include:

- Shelter capacity has increased with the addition of almost 600 spaces and thousands sheltered during the cold winter months through the city's cold-weather emergency-shelter program.
- Development of a Women's Emergency Shelter program in its third year of operation that includes transportation and operational support for the Women's Homeless Initiative, a grassroots, volunteer effort sheltering 20 to 25 women nightly in various churches. Combined, 120 to 140 women are being served nightly.
- The Denver Street Outreach Collaborative housed 2,549 individuals, effectively ending homelessness for those individuals.
- More than 6,445 families and individuals were prevented from becoming homeless through eviction assistance, and another 1,215 families and seniors were mentored and sponsored out of homelessness.
- Almost 7,984 employment and training opportunities were generated for those experiencing homelessness, providing them with the skills needed to find work and move from homeless to housed.
- Fourteen Project Homeless Connect events have been hosted, which connected thousands of homeless individuals to hundreds of services in one location in one day.

- PJ Day was created and has evolved into an annual event to rally our community and increase education and awareness about homelessness. During our ten annual PJ Day events, donors pledged approximately \$4 million. Thousands of children put on their PJs and raised thousands of dollars and donated thousands of pounds of food to local food banks, energized by a new awareness and understanding of the homeless issue.
- The Ten-Year Plan also created Denver's Road Home and gave the program responsibility for implementing the plan. Although not a direct service provider, Denver's Road Home is a one-of-a-kind program that fills a unique role of harnessing and coordinating the many resources available to our homeless from multiple public and private agencies and organizations throughout Denver. The program has evolved through the years to allow Denver to better coordinate services for our most vulnerable population.

Denver's Road Home is participating in or leading a number of national and regional pilot programs and local initiatives such as:

- **The 25 Cities Initiative** is a collaborative effort among the U.S. Department of Housing and Urban Development, the Veterans Administration and the United States Interagency Council on Homelessness. This initiative supports cities to build Coordinated Assessment and Housing Placement (CAHP) systems to streamline access to housing and services, prioritizing those most in need.
- **Development of a coordinated entry system** that will enable services for those experiencing homelessness to be delivered in a more efficient manner.
- **Piloting a common assessment tool** that matches chronically homeless individuals and veterans with permanent supportive housing and other resources.
- **Initiation of a Rapid-Entry Pilot** that uses card-swipe technology to improve client access to homeless-provider services. Data collection is in real time, resulting in fewer errors. This streamlines service delivery for providers and utilizes a trauma, informed approach to information gathering.
- **Creation of the Office of Behavioral Health Strategies that builds on the research efforts and innovative approaches of the Crime Prevention and Control Commission.** This initiative ensures coordination among the city's current activities in behavioral health, increases training of key city personnel in mental-health and substance-abuse issues, raises mental-health and substance-abuse awareness within city government and in the community, and works with key partners in the metropolitan area to seek innovative ways to address behavioral health needs.

The Hancock Administration has elevated Denver's Road Home's work to not only harness, coordinate, and provide resources to address homelessness but also strategically fill identified gaps in the spectrum of services, particularly in behavioral health. Road Home is working now to address the causes, not just the symptoms, of homelessness. To maximize effectiveness, solutions have to be in collaboration with state and regional partners.

Challenges Remain. As mentioned, our community has made admirable progress addressing homelessness. Despite this progress, formidable challenges continue to exist. Prioritizing these challenges and finding the resources to address them will require increased attention and effort.

Housing solutions follow a continuum, from emergency shelter to supportive and affordable units. We continue to be challenged with a current and growing deficit of affordable and low-income housing. The city's current efforts, detailed in the affordable housing plan and corresponding identified funding, signal relief down the road; however, in the immediate short term, the challenge is daunting with rising rents and vacancy rates at historic lows. Long-term vigilance is necessary to preserve low-income housing in our community.

As we seek to address the root causes and not just the symptoms surrounding homelessness, it is critical to have supportive services reinforced with engaged case management. Facility development and placement while mitigating the impact of these facilities in neighborhoods will continue to be major needs and considerations. Along these lines, intentional efforts must continue to decentralize and disperse service delivery to minimize concentrations of poverty.

We must also continue creating places where homeless individuals can be safe and free from the negative activities of the street. The Lawrence Street Community Center at the Denver Rescue Mission, scheduled to be completed in the late fall of 2015, will help relieve growing capacity issues among our day shelters. Additionally, this project is designed to provide an indoor dining room/dayroom and outdoor courtyard space for those waiting to access shelter, meals, and hygiene services.

Additional efforts aimed at investigating social-impact financing, development of a Behavioral Health Solutions Center, and bringing a 24-hour service center online present great potential assets on the horizon to help address these challenges. Organizationally, results from a performance audit require development of an improved structure for coordination among stakeholders (internal and external), with Denver's Road Home and the Homeless Commission providing clear guidance and leadership. In this ongoing effort, clearly defined outcome expectations, objectives and metrics supported with robust data collection and evaluation to support conclusions and results will fortify Road Home and the Commission as the authoritative voice for homeless issues.



More detailed information can be found on pages 10-11.

CURRENT STATE

Denver's Road Home is a collaboration among the City and County of Denver, Mile High United Way, homeless service providers, foundations, businesses, faith-based organizations and the greater community. It works by connecting homeless men, women, children and families to affordable housing with wrap-around support services, which enable them to live a life of self-sufficiency.



KNOW THE FACTS

According to Point in Time data collected by the Metro Denver Homeless Initiative on Monday, January 26, 2015:

- **3,737** adults, seniors, and children were experiencing homelessness in Denver
- **31%** were female
- **11%** were veterans
- **23%** were working
- **483** individuals were chronically homeless*
- Most common issues for homelessness were: unable to pay rent/mortgage, loss of job or income, alcohol or substance-abuse problems.

*Chronic homelessness is defined as long-term or repeated homelessness, often coupled with disability.

Since our plan began, Denver's Road Home and our partners have:



Provided **3,342** housing opportunities through Section 8 vouchers, public housing, preservation, rehabilitation and new construction.



Generated **3,145** employment and training opportunities in Year 10.

Total **11,129** throughout 10 years.



Prevented **470** families and individuals from becoming homeless through eviction prevention assistance in Year 10.

Total **6,915** throughout 10 years.



Mentored **1,264** families and seniors out of homelessness.

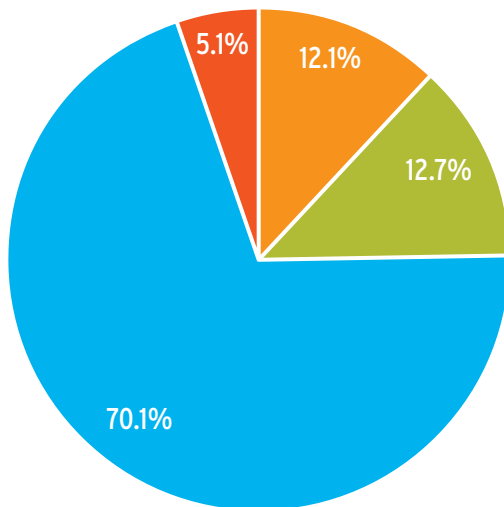


Served **2,965** individuals through housing or reunification through Year 10.



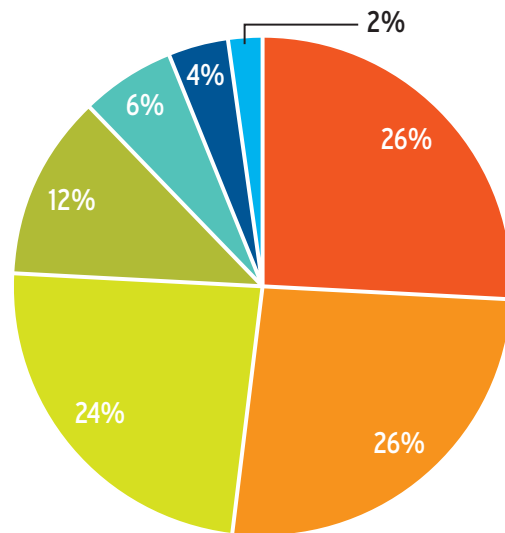
72.3 million in public and private dollars invested to help people in need

**DENVER'S ROAD HOME FUNDING SOURCES
(YEARS 1-10)**



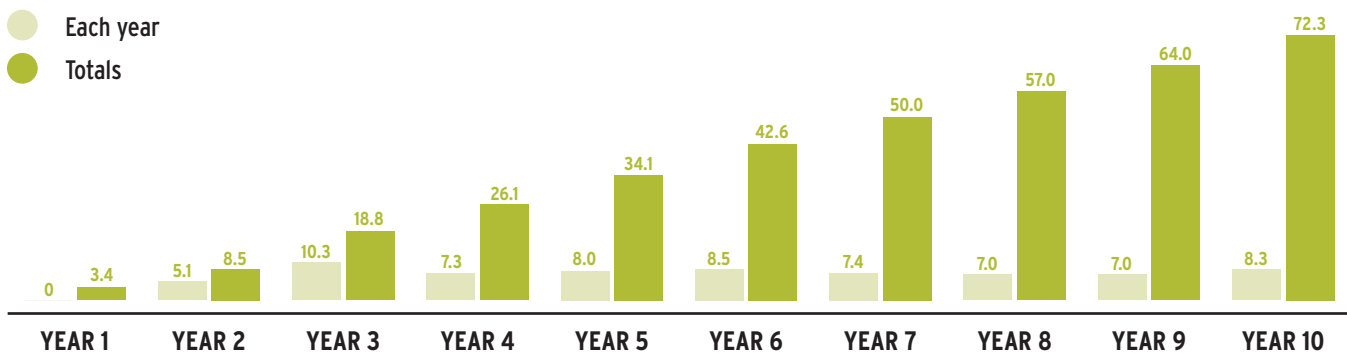
- Federal Contributions (HPRP) (\$3,700,000)
- Foundations (\$8,727,402)
- Corporate & Individual Contributions (\$9,182,424)
- City Contributions (\$50,720,998)

**DENVER'S ROAD HOME FUNDING BY PROGRAM TYPE
(AVERAGE LAST 4 YEARS)**



- Treatment and Services
- Housing and Transitional Housing
- Emergency Shelter / Motels / Family Services
- Street Outreach
- Prevention
- Staff
- Employment

**PUBLIC AND PRIVATE DOLLARS (IN MILLIONS) LEVERAGED TO ACCOMPLISH GOALS
2005-2015**



THE LATEST

Destination: Home. Destination: Home is the city's next planned approach to address the issue of homelessness and the needs of those in our community experiencing homelessness. Although the results of the initial Ten-Year Plan to end homelessness as we know it have been substantial, the underlying causes continue to haunt far too many in our community. The Way Home Listening Sessions provided the broad community input to inform the development of the city's next plan to address homelessness, Destination: Home. These nine listening sessions, held in every quadrant of the city, gave the community the opportunity to weigh in on what issues should be addressed in any plan and how they should be prioritized. It all begins and ends with housing as a priority, inclusive of the entire continuum of housing, from emergency shelter to supportive and affordable housing options. As the plan is developed and priorities are formulated, the community appears to have coalesced around these three areas in particular: housing, behavioral-health and substance-abuse treatment, and increased case management resources. Identified segments of the homeless population requiring additional emphasis include: families with children, youth, and unaccompanied females, especially seniors. In addition, in accordance with federal initiatives, the cost-savings of housing chronically homeless individuals, and the moral obligation our community has to the veterans who have served our nation, we will continue to place emphasis on providing housing and services for the chronically homeless and homeless veteran populations.

On 25 Cities. The 25 Cities Initiative is a key federal strategy. The 25 communities are receiving technical assistance and mobilizing local planning efforts and partnerships to create effective systems for aligning housing and services interventions through coordinated systems to end homelessness. Led by the U.S. Department of Veterans Affairs (VA), in partnership with the U.S. Department of Housing and Urban Development (HUD) and the U.S. Interagency Council on Homelessness (USICH), the aim of this effort is to assist 25 communities to accelerate and align their existing efforts toward the creation of coordinated assessment and entry systems, laying the foundation for a functional end to all homelessness, including homelessness among veterans, in these communities. In Denver, we have a Community Design Team with representatives from agencies across the seven-county Denver metro area that convenes weekly to facilitate the implementation of this coordinated system. In addition, the 25 Cities Leadership Team composed of leaders from agencies and housing authorities across the metro area meet regularly to support this effort. To date, we have housed 174 chronically homeless individuals, including 97 veterans.



Denver's Road Home Executive Director Bennie Milliner and Mayor Michael B. Hancock talk with students at Denver's North High School during the 2015 PJ Day event about the challenges faced by homeless students.

Solutions Center. The Behavioral Health Solutions Center will be a location for diversion, stabilization, and step-down housing services for individuals experiencing behavioral health crises. This center has two distinct components: 1) a crisis intervention and stabilization clinic, and 2) sleeping accommodations and step-down services for homeless individuals. Operations are scheduled to begin late 2016 to early 2017.

The services at the center are intended to provide critical, short-term crisis-response solutions, short-term housing accommodations, and support the development of a larger comprehensive crisis system. The desired services include:

- **Crisis Intervention/Stabilization Clinic:** 24-hour intensive behavioral-health crisis intervention and treatment services will be provided to individuals for periods of up to five days, provided that such individuals are not in need of hospital-level care or not appropriate for booking into jail (e.g., non-violent individuals contacted by the police). It is anticipated the clinic will include up to 16 stabilization beds for clients. Sleeping accommodations for up to 30 individuals and step-down services for homeless individuals to be placed in longer-term treatment and permanent supportive housing will be provided as needed.
- **Crisis Management Training for First-Responders:** The clinic will include space for ongoing training for clinic partners in the best practices for assessing, managing, and properly referring individuals experiencing behavioral-health crises.

Lawrence Street Community Center. The Lawrence Street Community Center project represents a collaboration between the Denver Rescue Mission and the City and County of Denver. The center will provide an indoor day center/dining room and outdoor courtyard space. The courtyard area will offer a safe, drug-free space away from predatory activities for those waiting to access neighborhood shelter and service providers. In addition, much-needed public restroom and shower facilities have been incorporated into the design.

Housing Denver: A Five-Year Plan. Denver's new, five-year affordable housing plan was released in October 2014. The plan provides a guide for housing programs and policies through 2019, which will bolster affordability for all income levels from homeless to low-, moderate- and median-income households. Housing Denver has eight priorities:

- Increase housing resources through a new revenue-funding stream
- Revise and articulate city funding process
- Reduce regulatory burden of subsidized housing development
- Provide additional critical needs and homeless housing
- Increase housing diversity
- Preserve workforce and critical-needs housing
- Provide greater homeownership opportunities
- Encourage sustainable housing development

The complete plan can be found at the city's website, www.denvergov.org, under the Office of Economic Development 2014 Plans, Studies & Reports.

Pathways Home Supportive Housing Toolkit. The importance and success of permanent supportive housing (PSH) for the chronic homeless is well documented, but only a handful of developers/owners have experience in building and operating PSH. In 2013, the State of Colorado created the Pathways Home Supportive Housing Toolkit in partnership with LeBeau Development. The toolkit is a series of technical assistance and peer-learning sessions designed to help nonprofits, housing authorities, and other homeless-service providers develop permanent supportive housing. Project teams attend daylong, bimonthly workshops with industry professionals for five months. The end goal is a development proposal that can be submitted to CHFA for tax credits. The first toolkit began in January 2014 for Western Slope projects and a second round of the program began in August 2014 for Front Range projects. There were three Denver projects: Arroyo Village (The Delores Project/Rocky Mountain Communities), Sanderson Gulch Apartments (MHCD), and Saint Francis Apartments at Cathedral Square (St. Francis Center). These proposed projects total 145 permanent supportive housing units. The Denver Housing Authority will provide project-based Section 8 vouchers for the projects upon their successful tax-credit award from CHFA. These projects are the building blocks for Destination: Home to continue successful reintegration of highly vulnerable homeless individuals and families.

Landlord Recruitment. Working in partnership with the Metro Denver Homeless Initiative, the nonprofit entity that manages the operational aspects of the Continuum of Care, Denver's Road Home has been an active participant in the development of a regional approach to address the lack of access resulting from the shortage of rental units. MDHI initiated a landlord recruitment campaign, administered by Brothers Redevelopment, for the purpose of establishing protocols and strategies to recruit and maintain property owners, property management companies, and landlords to work with housing-stability programs led by MDHI and its partner agencies. Two funds support the effort to provide incentive for landlord participation. The Landlord Recruitment Campaign Incentive Fund is designed to mitigate property damage the landlords might incur. A second fund will assist tenants with incidentals to smooth the leasing and move-in process. The landlord outreach effort is a seminal event for regional cooperation to address metro area housing needs.

Social Impact Bonds (SIB). In 2013, the Harvard Kennedy School SIB Lab selected Colorado and Denver as one of six state and local governments to receive aid to develop "social impact bonds" or SIB projects. SIBs provide a new type of funding mechanism, which links governments, private investors, and service providers together to address social issues for preventative measures and programs. The Denver Office of Strategic Partnerships, along with Denver's Road Home and other city agencies, have led the study and creation of the Denver SIB program. Other city partners are Social Impact Solutions, the Corporation for Supportive Housing and Enterprise Community Partner. For several years, the Denver Crime Prevention and Control Commission has tracked the heaviest users of emergency healthcare, detox, police and jail system, and city services. Each year, the top 300 of these chronically homeless individuals collectively spend more than 14,000 nights in jail and visit detox facilities more than 2,000 times at a cost of \$11 million annually to taxpayers. At the Clinton Global Initiative in June 2014, Mayor Hancock announced Denver's plans to connect the identified individuals with supportive housing and intensive case management by engaging in one of the first city-led SIB programs in the country. The goal of the SIB program is to save taxpayers money through the reduction of costly spending in emergency healthcare and criminal justice services. The savings will be used to pay back investors, with interest.



This batch of canned goods, with a personal note from the students who collected them, is ready for the VOA City Harvest Food Bank!

The Colorado Coalition for the Homeless and the Mental Health Center of Denver have been selected as the initial recipients of the city's SIB program. Both organizations have development plans to build two new projects of 160 housing units for the initial launch of the program. The initiative will support the mayor's commitment to deliver 3,000 affordable units in five years. The city's initiative will combine existing service and housing development resources together with new innovative funding structures to develop a new model to increase supportive housing for our city's vulnerable populations.

Rapid Entry. As Denver's Road Home begins to move forward with new and innovative ways of data collection, several partner agencies have begun working with MDHI and us in a collaborative effort for streamlined data collection in HMIS. This process is called Rapid Entry and is a data-collections method that allows agencies to enter consumers into programs and access services with the swipe of a card. The benefits of this project will be fast real-time data entry and reporting, utilization of barcode readers and web cams for enhanced data entry and an HMIS swipe card that can be used systemwide. Four agencies have begun this project, and it is our hope to expand this to another four agencies within the next year. This expansion will be focused on our emergency-shelter providers as a method of enhancing the data entry into the HMIS system where large numbers are being served.

Homeless Commission Update. The Road Home 2015 Performance Audit correctly identified the need to review the function and structure of the Commission to End Homelessness to better capitalize on member expertise and ensure a wider diversity of views. Actions have been ongoing since early 2014 to bring governance and structural changes to the commission. A steering committee is in place to develop agendas and topical discussion items. Newly developed governance documents provide for an active and engaged advisory body with a committee structure focused on research and investigation for development of viable policy recommendations. Wider policy discussions will determine the final composition of commission members in light of challenges the current homeless environment presents.

**GOAL
1**
PERMANENT AND TRANSITIONAL HOUSING


DEVELOP 3,193 PERMANENT AND TRANSITIONAL HOUSING OPPORTUNITIES TO MEET THE NEEDS OF PEOPLE 0-30% OF AREA MEDIAN INCOME (AMI) OR LESS THAN \$15,050 PER YEAR.

Denver Housing Authority (DHA). On May 10, 2005, DHA's Board of Commissioners approved Resolution No. 232. The Resolution supported the City of Denver's efforts to end chronic homelessness by implementing

DRH Ten-Year Plan to End Homelessness (Plan). The Resolution specifically authorized DHA to develop and implement actions that would assist with meeting the housing objectives under the Plan's Goal 1: Permanent and Transitional Housing. DHA committed housing opportunities for homeless families and individuals by providing Section 8 vouchers and public housing units. Nine hundred (900) housing opportunities have been provided during the ten years of the plan.

DHA's Project-Based Voucher Program has provided additional support and collaboration for DRH housing goals. Since 2009, DHA has project-based a total of 482 Section 8 vouchers in 19 different properties.

The pipeline for future permanent supportive housing is robust. DHA has awarded a total of 144 voucher to three projects under construction, with completion dates of 2016. Eighty-nine more vouchers have been committed to four projects that recently received tax-credit financing. The last four projects will start construction in 2017, and will be ready for occupancy in 2018.

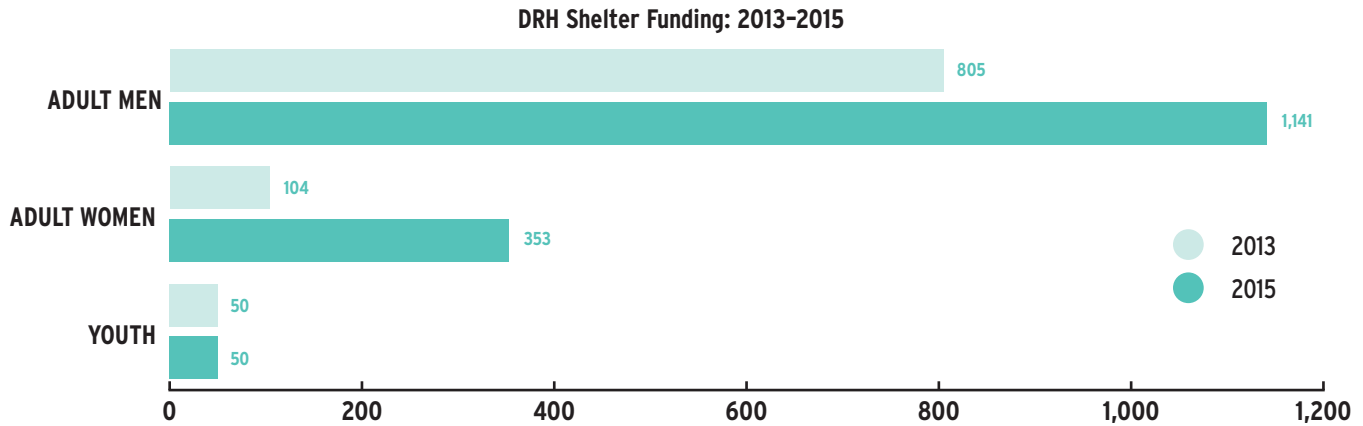
ACTION	GOAL ASSESSMENT
1.1 Create 2,080 permanent affordable housing opportunities for homeless individuals. Opportunities should include new construction, expansion of rental subsidies or acquisition and rehabilitation of existing units.	Completed. 2,092 housing opportunities were provided for homeless individuals and families. These included actual units in new construction, expansion of rental subsidies, and continuation or renewal of rental subsidies that provided opportunities to lease scattered site units throughout the city.
1.2 (a) Create 942 permanent supportive housing opportunities for chronic homeless.	Completed. 1,030 units of permanent support housing were created.
1.2 (b) Create 100 "Gateway" transitional housing units for persons to reside in for two to six months in preparation for living in permanent housing.	Completed. The Gateway program was created by the Colorado Coalition (CCH) for the Homeless when it acquired an empty 40-unit motel at 40th and Colorado. This was turned into short-term bridge housing. The program was funded by DRH, but it was capped at 40 units because of the high cost of the program. CCH ended this program in 2013 to tear down the property for a new development called Renaissance at North Colorado Station.
1.3 Increase the number of transitional housing units by 171 units with intensive supportive services for those classified as episodic homeless.	Completed. 180 units were created.
1.4 Work with Denver Housing Authority to annually set aside 90 units of rental housing (with or without rental assistance) affordable to those who are homeless with incomes at 0-30% AMI.	Completed. DHA provided more than 900 housing opportunities during the ten years of the plan through its Public Housing and HCV/Section 8 Programs. Forty (40) public housing units were provided each year for the VOA Family Housing Program. HCV/Section 8 vouchers were provided each year through the Local Preference Program. Agencies that received the vouchers included the following: Warren Village, VOA Bannack Youth Program, Denver Rescue Mission, Denver Street Outreach Collaborative, Father Ed Judy House, Lambuth Center, DHS Outreach Program, CCH Housing 1st Program, Joshua House, Catholic Charities of Denver and CCH CRTI Program.

ACTION	GOAL ASSESSMENT
<p>1.5 Create a program where groups (faith communities and others) sponsor a homeless family or individual, including housing assistance. These groups will help identify receptive landlords and apartment managers to assist with the program.</p>	<p>Completed and Ongoing. The Family and Senior Homeless Initiative (FSHI) Program was created in 2005, and has been in operation through partnership with DRH throughout the entire Ten-Year Plan. This partnership-based program has provided opportunities for more than 375 congregations to help mentor and support 1,260 families and seniors out of homelessness.</p>
<p>1.6 The Homeless Commission will sponsor a Housing Ideas Competition to submit architectural and planning concepts for housing people at 0-30% AMI.</p>	<p>Completed. This goal was completed in Year One.</p>
<p>1.7 The Mayor's Housing Task Force convened in February 2012. The Task Force was asked to analyze Denver's housing inventory, identify overall community housing needs, review current housing policy, and make recommendations to help direct Denver's future housing policies. Seven high-level recommendations were developed to support a broad range of housing.</p>	<p>Completed. Housing Denver, the city's housing plan, was released in October 2014. The plan provides a guide for housing programs and policies through 2019. It will bolster affordability for all income levels from homeless to low-, moderate- and median-income households. Two of the eight plan priorities are applicable to the city's homeless population:</p> <p>The Office of Economic Development has convened working committees for all eight priorities. DRH staff will participate in the committees as they are applicable.</p>
<p>1.8 Work with affordable housing managers to offer management and operational support to staff to accommodate an increasing number of formerly homeless tenants.</p>	<p>Ongoing. Brothers Redevelopment has partnered with the Colorado Division of Housing (CDOH) and the Metro Denver Homeless Initiative (MDHI) to develop a Landlord Recruitment Campaign. This effort is part of the 25 Cities Initiative to end homelessness. The goals of the campaign are twofold: (1) It is designed to provide assistance to homeless individuals and families who hold housing vouchers to secure permanent housing in the seven-county metropolitan region surrounding Denver and (2) establish positive relationships with landlords with a variety of resources and incentives such as training, ready-to-house tenants, risk reduction funds, free advertisement and a Landlord Help Line.</p>
<p>1.9 Incorporate new initiative funded by the American Recovery and Reinvestment Act (ARRA), which include Rapid Re-Housing, assessment of at-risk homeless persons, improved coordination of human services, and regional coordination of housing resources and referrals.</p>	<p>Completed. The Homeless Prevention and Rapid Re-housing program (HPRP) ended in 2012, and federal recovery dollars were used to re-house newly homeless people and prevent people from becoming homeless. There were several positive things we found by providing this program. The first was that families that received rapid re-housing assistance were homeless for shorter amounts of time than families served through shelters and transitional housing. The second lesson learned was that we saw more families move from rapid re-housing to permanent housing than families coming out of shelters or transitional housing. The third lesson was that those exiting from rapid re-housing into permanent housing were more likely to not return to homelessness than people in shelter and transitional housing. Many of these rapid re-housing and prevention services have now moved under the Emergency Solutions Grant program and operate in very similar ways to the HPRP program today.</p>
<p>1.10 Explore opportunities to transition and institutionalize activities with commission partners based on fit, capacity, and sustainability (i.e., development opportunities with DHA).</p>	<p>Completed. DRH's housing manager is an employee housed at Denver Housing Authority.</p> <p>Efforts began in January 2015 to restructure the Homeless Commission. A seven-member steering committee was created to facilitate the structure and governance of the Commission moving forward. The committee will develop a governance charter and bylaws for the Commission. Future work will include bringing issues and recommendations to the Commission for discussion, approvals, or action. This will further involve the commission in specific activities for DRH.</p>
<p>1.11 Comprehensively evaluate admission policies of housing providers receiving state and federal funding in Denver, including public housing authorizes, nonprofit providers, and private landlords involved with Section 8 housing, to ensure that people who are paroled are eligible for housing.</p>	<p>Ongoing. This goal requires constant outreach to Denver landlords. There is little reason or incentive for landlords to house re-entry populations in the current Denver rental market. Future work will include collaboration with the Brother's Redevelopment Landlord Recruitment Initiative and also assist providers when applicable to acquire additional units.</p>

**GOAL
2**
SHELTER SYSTEM


**MAKE SAFE AND LEGAL
SHELTER BEDS AND
ACTIVITIES AVAILABLE FOR
ALL POPULATIONS BOTH DAY
AND NIGHT UNTIL ADEQUATE
PERMANENT HOUSING IS
IN PLACE.**

ACTION	GOAL ASSESSMENT
2.1 Create additional and more variety of shelter beds to meet the growing demand resulting from difficult economic environments.	Ongoing. Denver's network of organizations partnering in overnight shelter have sustained "no turnaway" operations for single women and men through 2015. Nightly shelter capacity for single women has expanded by 300% since 2012. Currently shelter capacity exceeds nightly shelter demand for single adults, allowing us to better assess baseline shelter demand for single adults. Shelter capacity for youth and families is under-resourced as partners continue to witness new peak demands for these populations each month.
2.2 Seek further operating funds for agencies and day/night shelters that are providing current overflow capacity to allow them to continue to operate overflows (this monetary need comes in the form of staff time and basic operating costs, i.e., food, heat, and water).	Ongoing. Shelter partners have responded to increased shelter demand with increased facility and staff resources. Denver's Road Home has scaled its fiscal support of these expansions particularly in the areas of staff support and transportation.
2.3 Collaborate with providers to support capital and material improvements at shelters.	Ongoing. In addition to support for Denver Rescue Mission's Lawrence Street Community Center, Denver's Road Home is identifying more opportunities to improve shelter environments by exchanging shelter mats for individual beds with modest personal storage.
2.4 Continue to partner with service providers to utilize day-shelter space or other nonprofit or public space for purposes of offering resource centers. Pursue establishing a 24-hour resource center to fill gaps in service and shelter needs.	Ongoing. Although the completion of a 24-hour resource center was not accomplished during the Ten-Year Plan, Denver's Road Home continues to pursue paths to meet the daily needs of our unhoused neighbors. City Council has authorized \$1 million toward the project.
2.5 Increase the number of respite beds in the community from 35 to 80 beds for people who are homeless and have been discharged from medical facilities and still require bed rest and follow-up care.	Ongoing. In Year 10, the average number of respite beds made available and used within the community was 73, more than doubling the amount that were available at the beginning of the Ten-year Plan.
2.6 Adopt a severe weather ordinance to allow shelters to expand numbers served during extreme weather conditions.	Completed. Ordinance adopted.
2.7 In extreme weather or economic conditions when shelters and housing are at capacity, open public recreation centers, churches, nonprofit facilities, or public buildings for men and women, providing support to direct them to services and prevent homeless deaths.	Ongoing. Denver's Road Home has several times invoked short-duration critical shelter responses to extreme weather conditions. Denver's Road Home is equipped with designated city facility resources, and authority to declare short-duration emergency needs to respond immediately to weather or other emergency conditions.



ACTION		GOAL ASSESSMENT
2.8	Encourage all publicly funded agencies to receive training on all state and federal antidiscrimination laws to protect vulnerable populations.	Unmet. Throughout the plan, there have been multiple trainings on anti-discrimination offered to DRH's contract partners through the Colorado Anti-Violence Program. However, more work remains to be done for all agencies to receive training on all of the applicable laws.
2.9	Create onsite resident advisory committees at area shelters to facilitate resident input on shelter policies, challenges, and best practices.	Ongoing. This is a current stipulation of all HUD and DRH service contracts. Additionally, Denver's Road Home has engaged several town-hall style forums at area shelters to obtain regular input from shelter guests. This strategy has been more effective than committee-structures in shelters that experience high numbers of turnover among guests.
2.10	Interface CIT-trained police officers and Crime Commission to develop consistent criteria for the use of involuntary mental-health holds by outreach and police to protect those at risk and to prevent homeless deaths, especially during severe weather.	Completed. Criteria have been established and enforcement efforts are ongoing.
2.11	Target individuals who have been in the shelter system the longest (the most chronic and vulnerable), with a combination of outreach and case management, to move them from the streets, out of the shelter and into permanent housing that includes supportive services and case management.	Completed and Ongoing. Our current efforts with 25 Cities is focusing on providing supportive housing for the most vulnerable individuals (including veterans) with the longest periods of homelessness. To date, 174 individuals have been housed through this pilot program, and this continues to grow as the pilot progresses. In previous years, this goal was addressed through the 100,000 Homes Campaign, Complex Case Collaborative, and DHA Section 8 Local Preference program.
2.12	Employ a more strategic approach to outreach, shelter, and case management to centralize services and housing regionally, across partner agencies.	Completed and Ongoing. DRH convenes monthly collaborative meetings among shelter and services providers with the end goal of greater coordination of services. Toward the goal of centralizing intake, DRH is deeply involved with the 25 Cities partnership with MDHI and the VA to bring coordinated entry to the Denver Metro area.

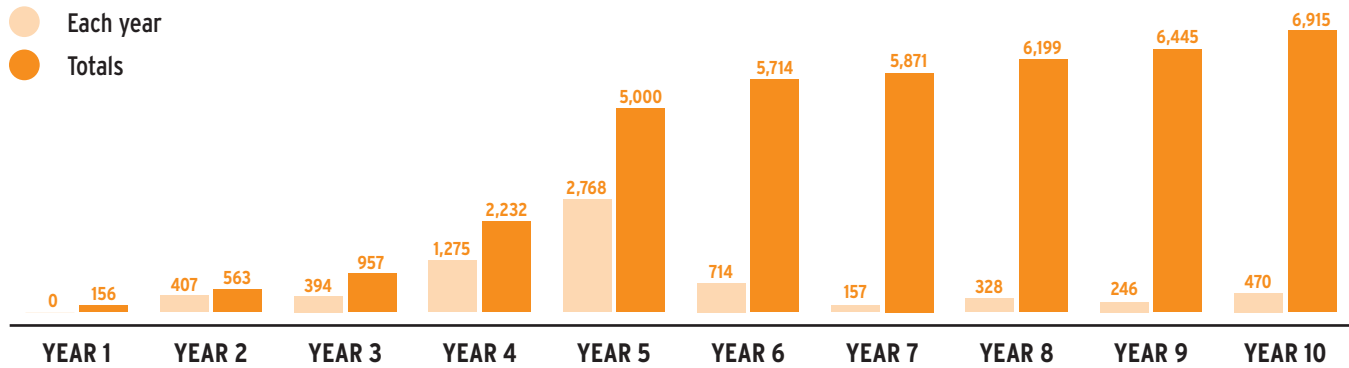
GOAL
3
PREVENTION


PROVIDE DENVER RESIDENTS FACING HOMELESSNESS MORE TOOLS TO KEEP THEM FROM ENDING UP ON THE STREETS OR IN EMERGENCY SHELTERS.

Family Reunification: Prevention in Action. Recently, DHS Outreach worker, Leonard Olivarez, met with a gentleman from New York at the Stout Street Clinic. “Mr. New York” wrote a letter commending Leo for the help and resources he received. Prior to meeting with Leo, he had made contact with several people or agencies in the community, but no one could assist. He called Leo his “angel in disguise.” Mr. NY was provided food vouchers, RTD tickets, and some additional assistance in an effort to help him through a couple of difficult days until he was able to receive a one-way ticket back to New York. He was a broken spirit, but because of Leo’s compassion and passion to assist him, he felt hopeful. He called his experience with Leo a damaging situation that was turned into a rewarding, life-changing experience. To quote Mr. NY, “After the rain, the sun will shine again. Meaning, no matter what it is that you’re going through...stay encouraged!! Your season will change; you have to just hold out. And when you hold out, you’ll enjoy the benefits of it all.”

ACTION	GOAL ASSESSMENT
<p>3.1 Prevent homelessness by providing coordinated funding for eviction and utility assistance. Agencies able to provide the necessary and comprehensive case management will receive priority for funding. This service will be provided to a minimum of 300 households at 0-50% of AMI, including individuals and families.</p>	<p>Completed. Homeless Prevention Assistance has been provided for 470 clients in Year 10. Throughout the course of the Ten-Year Plan, Denver Human Services has assisted more than 6,500 families with homeless prevention assistance and other mainstream resources.</p>
<p>3.2 Work with service providers, agencies, and city and state officials to create a coordinated community response to address discharge and transitional planning from the correctional, mental-health and public-health systems. This approach must be from a statewide level as we try to establish specialized discharge plans and/or housing programs for vulnerable populations existing in these systems.</p>	<p>Unmet. We will reassess this goal as an aspect of ongoing prevention focus in the Destination: Home plan.</p>
<p>3.3 Develop effective tenant/landlord collaboration, including educational programs, mediation options, and waivers for rental applications, deposits, and move-in fees.</p>	<p>Ongoing. In the past year, Brother’s Redevelopment, in partnership with MDHI, has launched the Landlord Recruitment Campaign. The campaign has spearheaded efforts with the Metro Mayor’s Caucus to create a \$50,000 Landlord Incentive Fund.</p>

Homeless Prevention through Eviction Assistance 2005-2015



ACTION		GOAL ASSESSMENT
3.4	Create evaluation systems to identify effective prevention programs.	Completed. Federal best practices are focused on rapid re-housing.
3.5	Coordinate and expand direct assistance to agencies providing vital supplemental services for homeless prevention: food, supplies of daily living, and additional wrap-around services.	Ongoing. Through partnerships with DHS, there has been significant outreach for SNAP food assistance and TANF benefits.
3.6	Identify and target populations and households at high risk for eviction. Develop collaborative efforts involving public and private low-income housing programs to provide eviction assistance for these populations to intervene prior to eviction.	Completed. Completed in Year 8 via ARRA/HPRP stimulus dollars. Prevention and eviction assistance has ongoing funding through the ESG program and the General Assistance program located at Denver Human Services.

**GOAL
4**
SERVICES


PROVIDE BETTER ACCESS TO SUPPORTIVE SERVICES THAT PROMOTE LONG-TERM STABILITY AND IMPROVED FUNCTIONING FOR THOSE IN NEED AND MOVEMENT INTO PERMANENT HOUSING AS SOON AS POSSIBLE.

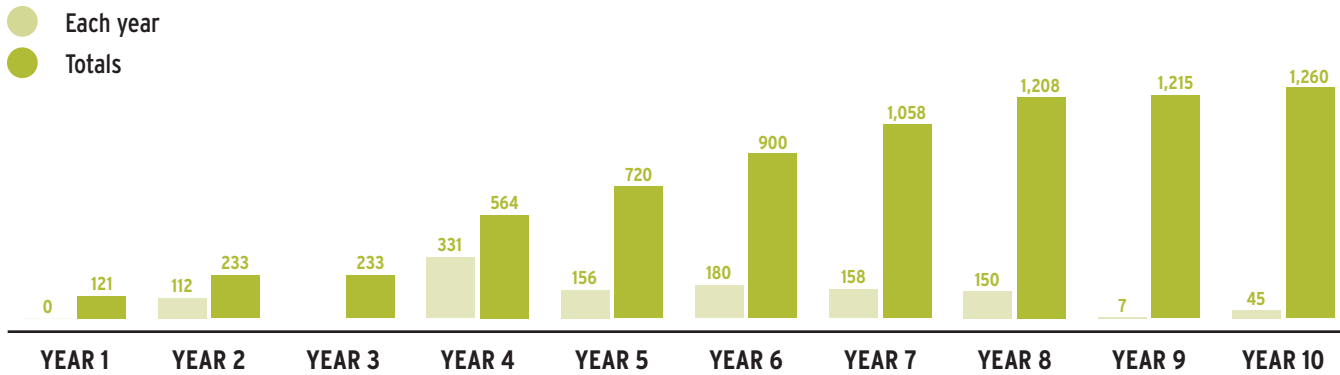


Photo Credit: Gary Rhodes

A Volunteer passes out water to a participant at Project Homeless Connect (PHC). Through 14 PHC events throughout the past 10 years, we have provided same-day access to services for nearly 14,000 individuals and families.

ACTION	GOAL ASSESSMENT
4.1 Annually assist 195 homeless persons who are eligible for public benefits to apply for benefits and services through a BART-type model.	Completed. Clients are being served in the community under the BART and SOAR models. Currently, DRH is not funding these programs since they are funded by other grants.
4.2 Annually assist 227 homeless persons to access targeted mental-health treatment.	Completed and Ongoing. 366 clients were served in years 9 and 10.
4.3 Annually assist 145 homeless persons to access substance-abuse treatment.	Completed and Ongoing. 413 clients were served in years 9 and 10.
4.4 Annually assist 415 homeless persons with access to medical care.	Completed. In the last two years, Homeless Outreach assisted 912 individuals with enrollment in Medicaid.
4.5 Streamline communication and collaboration between mainstream mental-health services, substance-abuse resources, health providers, respite providers and nonprofit agencies to improve the intake, referral, and discharge processes.	Ongoing. Between the efforts of the Coordinated Access and Housing Placement System through 25 Cities, and monthly Complex Case meetings, Denver's Road Home is paving a road for greater collaboration and streamlined of access to services for people experiencing homelessness who also have substance-abuse, mental-health, or chronic-health issues. The work continues to further expand Coordinated Access and deepen collaborative partnerships, but the efforts made during these past ten years laid a strong foundation.
4.6 Bring the HMIS system and other evaluation tools online and further expand their use in the next 10 years.	Complete. Following the transition of HMIS to an updated system in 2012, there have been concentrated efforts toward improving data quality and eliminating duplication and sharing of data, leading to greater reporting capability for participating agencies. In addition, Denver's Road Home has piloted a rapid entry into HMIS with a small number of agencies, saving clients time and agency resources. DRH is looking to expand Rapid Entry in the coming years.
4.7 Increase utilization of mainstream benefit systems through DDHS Homeless Outreach Team to improve stability and self-sufficiency of 500 homeless individuals or households.	Ongoing. DHS Homeless Outreach served 24,508 cases in Year 10 of the plan.

Families and Seniors Mentored out of Homelessness 2005-2015



ACTION		GOAL ASSESSMENT
4.8	Support efforts to qualify homeless youth disability assistance for SSI so they may access child support services, substance-abuse and/or mental-health services.	Unmet. While DRH funds youth programs and participates in several collaborative efforts toward increased services for youth, this specific area has been more adequately met through mainstream programs by our partners at Denver Human Services.
4.9	Coordinate with other organizations in an effort to fund IDs, birth certificates, and transportation for those participating in service programs and work activities.	Completed. These activities and services are met through annual PHC events, coordination with the Colorado ID project, and partnering with Colorado Legal Services and Metro CareRing.
4.10	Provide funding to ensure that homeless and at-risk persons who wish to be reunited with family or support systems are provided opportunities to do so. Special focus to be paid to Child Welfare and family reunifications services for abused and neglected youth.	Completed. While in our early years, Denver's Road Home utilized and provided these types of services. In the later years of this plan, we have leaned on the funding, services, and expertise of our partners at Denver Human Services and Mile High United Way to provide family reunification. In Year 10, 106 individuals and families were reunited.
4.11	Increase services in mental-health and substance-abuse treatment for people who are homeless.	Ongoing. Denver's Road Home has expanded funding to the Denver Street Outreach Collaborative to include behavioral health navigators. Additionally, DRH continues to work toward bringing the Solutions Center online, with crisis intervention and stabilization services for individuals experiencing homelessness who are also experiencing mental- and behavioral-health crises.
4.12	Expand relationships with public and private sectors to ensure discounted and/or pro bono healthcare services are provided to uninsured homeless persons.	Completed. With the expansion of Medicaid under the Affordable Care Act, more people experiencing homelessness have access to vital medical care, substance-abuse, and mental- and/or behavioral-health treatment than ever before. Denver Health has continued to offer the Colorado Indigent Care Program to serve those who do not qualify for Medicaid or other mainstream health benefits. Additionally, community partners such as Colorado Coalition for the Homeless have greatly expanded access to healthcare through the construction of their Stout Street Health Center.
4.13	Hold Project Homeless Connect events at least annually to provide homeless individuals and families with needed services during a one-day, one-stop shop.	Ongoing. Denver's Road Home has successfully hosted 14 PHC events during the course of the Ten-Year Plan, serving 13,973 individuals and families.

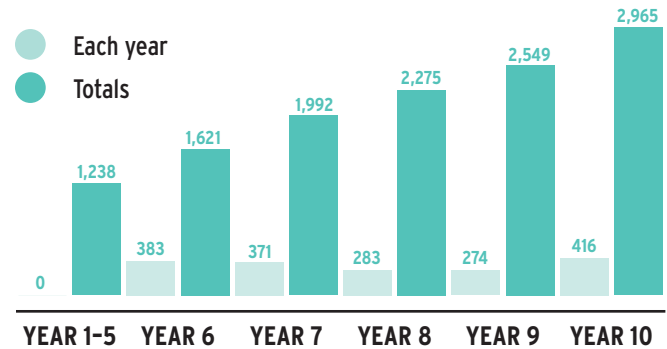
GOAL
5

PUBLIC SAFETY AND OUTREACH



IMPROVE PUBLIC SAFETY BY INCREASING HOMELESS OUTREACH EFFORTS TO REDUCE PANHANDLING, LOITERING, AND CRIMES AGAINST PEOPLE WHILE BETTER LINKAGES ARE BUILT BETWEEN HOMELESS PEOPLE AND SERVICE AGENCIES.

Individuals Housed and Reunified through the Denver Street Outreach Collaborative 2009-2015



ACTION		GOAL ASSESSMENT
5.1	Street Outreach should make 3,500 non-duplicated contacts per year with 280 homeless persons moving into housing.	Completed. Through Year 10, DSOC has housed or reunified 2,965 non-duplicated, and in Year 10, made 882 average non-duplicated contacts per month. DSOC has exceeded their contract goals for unduplicated contacts by 302%.
5.2	Continue to enforce ordinances addressing the blocking of sidewalks, building entrances, and public passageways. Evaluate and pursue other legal options (in tandem with increased access to shelter beds and services, increased outreach and pre-arrest diversion) to address and reduce behaviors that negatively affect the quality of life in the public right-of-way.	Ongoing. Denver's Road Home partner organizations continue to be a resource to DPD to limit enforcement approaches to quality-of-life issues aligned with homelessness. Partner organizations provide outreach response, emergency shelter, and supportive services to individuals encountered by police.
5.3	Continue the use of pre-arrest diversion and diversion options to prevent unnecessary incarceration for people who are homeless, including community and/or drug courts to address non-violent offenses.	Ongoing. In addition to coordinating Homeless Court, Denver's Road Home has coordinated with the Crime Prevention and Control Commission as well as the Front-End User Court to identify and better serve those individuals who are high utilizers of emergency, jail, and detox services.
5.4	Work with service providers using a targeted court docket to enroll eligible homeless people in Homeless Court.	Ongoing. The collaborative relationship formed by Denver's Road Home, the City Attorney's Office, Office of the Municipal Public Defenders, and Denver City Courts continues to serve between 10-20 referrals to Homeless Court each month.
5.5	Inform residents of the parameters of the Unauthorized Camping Ordinance and monitor the impact.	Ongoing. Denver's Road Home worked with agency partners and Denver Police to inform residents of the Unauthorized Camping Ordinance. Denver's Road Home continues to monitor the impact of the ordinance.

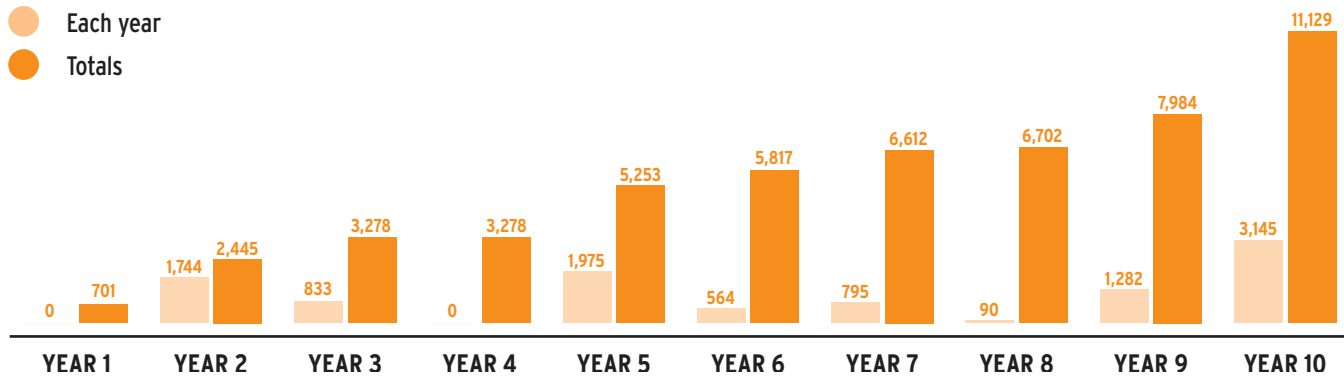
ACTION	GOAL ASSESSMENT
<p>5.6 Coordinate with 211, 311, 911 and non-emergency numbers to provide a more comprehensive response to the homeless community and homeless inquiries in Denver.</p>	<p>Ongoing. Through collaborative meetings facilitated by Denver's Road Home, such as the Complex Cases and Shelter Provider's Meeting, Denver Police Homeless Outreach Team officers have the opportunity to work closely with community providers for the homeless community. 211 has expanded outreach and training to community providers to use their resource database. The city remains responsive to 311 inquiries, filtering issues related to homelessness to Denver's Road Home. In addition, Denver's Road Home continues to keep emergency responders and the 911 system informed of shelter expansions, particularly during critical weather emergencies.</p>
<p>5.7 Strengthen enforcement of existing aggressive panhandling ordinance in conjunction with pre-arrest diversion efforts.</p>	<p>Ongoing. Efforts continue with DPD, city attorneys, Street Outreach and commercial interests to find ways to mitigate the impact of panhandling activities while protecting individual liberties.</p>
<p>5.8 Increase collaboration with the Denver Police Department. Provide education and training to police officers on the expanded Crisis Intervention Team (CIT).</p>	<p>Completed and trainings are ongoing. Denver's Road Home has provided training to each new recruit class at the Denver Police Academy for the last three years.</p>
<p>5.9 Work with the Denver Police Department to establish effective procedures for returning identification to individuals held in custody.</p>	<p>Unmet and ongoing. Procedures have been established and implementation efforts are ongoing. Explore option of creating one site for storing and returning items. Homeless individuals continue to report missing items including identification documents and medication upon release from custody.</p>
<p>5.10 Expand the number of outreach workers and explore clinical outreach roles and opportunities.</p>	<p>Completed. The Denver Street Outreach Collaborative grew with two new positions focusing on Behavioral Health Navigation. These positions deepen the clinical responsiveness of the outreach program.</p>
<p>5.11 Create a pilot program (using Philadelphia model) combining outreach workers and specialized police units to work extensively with homeless populations in District 6 with special focus on pre-arrest diversion.</p>	<p>Completed. In January 2007, two police officers were designated specifically to work with the outreach team and Safety Ambassadors as the first DPD Homeless Outreach Team (HOT) on homeless-related services. In 2011, two additional officers were added to this team. This program remains successful.</p>
<p>5.12 Create a targeted effort shelters, services and outreach to identify individuals who are only accessing emergency services (repeatedly) and connect them to needed services and housing.</p>	<p>Completed. Piloted Vulnerability Index Study in February 2010; participated in regional surveying effort in 2012 and 2013. Through the 25 Cities pilot, implemented the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) in 2014, focusing on chronically homeless individuals. To date, 174 individuals, of which 97 were veterans, have been housed in Permanent Supportive Housing resources through Coordinated Assessment system, throughout the 7-county Denver metro region.</p>
<p>5.13 Provide cross-training to Downtown District Ambassadors to use the outreach coordination center.</p>	<p>Completed and trainings are ongoing. The Downtown BID expanded their ambassador program in Year 9. The BID participates as members of the DSOC, regularly engaging homeless individuals in the downtown area and placing outreach referrals.</p>

**GOAL
6**
EDUCATION, TRAINING, AND EMPLOYMENT


**ASSIST HOMELESS PEOPLE
TO OBTAIN SKILLS AND
KNOWLEDGE NECESSARY
TO PARTICIPATE IN
THE WORKFORCE.**

ACTION	GOAL ASSESSMENT
<p>6.1 Use job development staff from key workforce development partners and nonprofits to work closely with area homeless employment centers to find and retain jobs. Work closely with employers to provide job retention and career advancement support for up to one year for persons requesting these services. Integrate the OED/DWD Homeless Initiative systemwide to provide consistent and sustainable employment services to homeless individuals.</p>	<p>Ongoing. This coordination and work is largely being done through the Denver's Road Home Employment Subcommittee partner agencies, with Road Home continuing to encourage partnerships and consistent services.</p>
<p>6.2 Continue to implement the five-year program with the hotel and hospitality industry partners for up to 60 people with disabilities who have been homeless.</p>	<p>Completed. Now exists as a sustainable program through collaboration of community partners.</p>
<p>6.3 Develop 750 employment opportunities (including part-time, full-time, contract positions) annually for people who are homeless in Denver. Emphasis should be placed on jobs paying living wages and providing benefits.</p>	<p>Completed. In Year 10, partner agencies provided 3,145 employment opportunities. In total, 11,129 employment opportunities have been provided throughout the course of the Ten-Year Plan.</p>
<p>6.4 New action: Explore option of creating a Relationship Developer position to recruit and assist employers to work with and hire from existing programs and services of DRH Employment Subcommittee member agencies. Emphasis should be placed on jobs that pay living wages and provide benefits for people who are homeless in Denver.</p>	<p>Unmet. DRH was not able to create a new Relationship Developer position. However, we have worked to expand relationships with the City of Denver Office of Human Resources/Recruiting, as well as leaning on the job development expertise of many of our service providers, to bring greater access to jobs for people experiencing homelessness. The DRHES has embedded presentations from employers into its monthly meetings.</p>
<p>6.5 Preserve partnership with Multi-Link Communications to maintain at least 5,000 voicemail lines with phone numbers for people who are homeless across the Denver metro area.</p>	<p>Completed. With the ubiquity and easy access to limited-use cell phones as well as financial assistance from various provider partners to pay for cell phone minutes, the need for a centrally managed voicemail bank has diminished throughout the past 10 years.</p>
<p>6.6 Convene public and private educational organizations to structure programs for homeless youth, adults, and persons with disabilities to include GED, diploma, ESL, remedial education, vocational training, and certificate programs, associate degree programs, pre-apprenticeship programs, college preparation, vocational education, and financial literacy.</p>	<p>Unmet. This goal will be re-evaluated as an aspect of the Destination: Home plan.</p>

Employment & Training Opportunities Generated 2005-2015



ACTION		GOAL ASSESSMENT
6.7	Collaborate with homeless liaisons in Denver Public School systems to provide resources needed for homeless children and youth in transition to access schools and other educational facilities in an immediate and uncomplicated manner. Ensure that every effort is made to keep children and youth in the same school whenever possible to enhance the personal stability of their lives.	Ongoing. Denver Public School Education Outreach Program continues to provide exceptional services to students and families experiencing homelessness.
6.8	Continue and strengthen partnerships among DWD, OED, DDHS, State DHS and DVR to connect homeless individuals to vocational rehabilitation services.	Completed. Partnerships are present among many providers and within the DRHES.
6.9	New action: Make recommendations to DOL/CDLE and OED/DWD on current policies and provide guidance for the CDLE and local regions for WIA (WIA Waiver Policy). These will help secure up to 10% of WIA funds in employment, training, and supportive services for homeless job seekers, as stated in the Colorado One-Stop System Policy Guidance Letter #11-06-WIA of April 5, 2011.	Ongoing. Denver's Road Home, Denver Human Services and The Office of Economic Development will continue to look for innovative ways to ensure that very-low-income and homeless populations can access education, training, and workforce opportunities.
6.10	New action: Adapt the HMIS system to include fields reporting employment placements and employment services.	Unmet. HMIS is not collecting data on client employment because of a shift in data collection guidelines set by HUD.
6.11	New action: Collaborate with Regional Initiative of the MDHI Employment Subcommittee to encourage sustainable and standardized services to homeless job seekers in the Metro Denver region. Also, pursue region-wide funding opportunities.	Ongoing. While there has continued to be increased regional collaboration among employment and job-assistance programs for those experiencing homelessness, there has not yet been a standard approach adopted by all agencies.
6.12	New action: Design programs to connect people to employment. Eliminate programmatic barriers and create employment strategies that are coordinated with housing and other interventions, as outlined in the McKinney-Vento Homeless Assistance as amended by S.896. HEARTH Act of 2009.	Ongoing. DRH has spent the past year building a pilot program for coordinated access to services focused on permanent, supportive housing. The hope is that as the system and collaborative relationships continue to be built, we will be able to include access to a variety of services, including employment and training.

**GOAL
7**
COMMUNITY AWARENESS AND RESPONSE


**BUILD COMMUNITY AWARENESS
AND SUPPORT FOR COORDINATED
RESPONSES TO ELIMINATE
HOMELESSNESS IN 10 YEARS.**

PJ Day – School Involvement. The 10th Annual PJ Day Fundraiser was a huge success in 2015, with businesses, schools, government and nonprofits participating! Especially important in Year 10: We reached a new record number of schools participating and the largest cash donation amount coming from schools. A record number of schools in Colorado joined Denver's Road Home for the Tenth Annual PJ Day to raise awareness and funds and to collect food to help the homeless. On February 5, 2015, students at more than 90 schools from across the Denver Metro area put on their pajamas and held canned food drives, donation drives, and hosted discussions about homelessness in the community.

Each year on PJ Day, individuals from schools, businesses, and government agencies wear their PJs as a reminder that not everyone has a warm place to sleep at night. They help raise funds to support the work of Denver's Road Home. This year, at least 94 schools participated, raising more than \$27,000 and collecting more than 13,750 pounds of food.

ACTION	GOAL ASSESSMENT
7.1 Coordinate the plan and work of the commission with MDHI, the Colorado Interagency Council on Homelessness, the Federal Interagency Council on Homelessness, the Metro Mayors Caucus and the Metro Area County Commissioners.	Ongoing. Denver's Road Home has been an active leader and participant in efforts led by the State Division of Housing and MDHI to gain wider state and regional collaboration around housing and services.
7.2 Coordinate with the Colorado Division of Housing, the Office of Economic Development and the Denver Housing Authority to identify ways in which all of these agencies can expand their role by prioritizing resources to the housing needs listed in this plan.	Ongoing. The 3x5 Housing Initiative to create 3,000 new affordable housing units by 2018, the 2014 Housing Denver Plan, The OED and Mayor's Office Housing Finance Task Force, The Mile High Transit Oriented Development Fund, The Revolving Housing Loan Fund, and Low-income Housing Tax Credit are all examples of progress being made toward the development of affordable housing in our community.
7.3 Use DDHS data and data collected by other agencies and homeless service providers to educate the public on homelessness issues and solutions. Raise awareness in the community regarding the progress of Denver's Road Home.	Ongoing. Outreach to Denver's Road Home funded agencies and programs is in progress to gain access to the funded partner agencies' other programs to better portray the scope and cost of overall service delivery to persons experiencing or at risk of experiencing homelessness. This effort will not only highlight plan progress but also emphasize the tremendous efforts of service providers.
7.4 The Commission will convene subject-matter experts to maintain a primarily pro bono multi-media homeless awareness program to continue to advocate and educate the community about Denver's Road Home.	Ongoing. DRH maintains a website, printed and other social media. Additional efforts are ongoing.
7.5 Develop a Community Appeal to solicit financial support for implementation of the plan.	Ongoing. 72.3 million of private and public funds has been leveraged throughout the past 10 years.
7.6 Recommend to Denver City Council that the Ten-Year Plan become a supplement to Denver's Comprehensive Plan and to each new version thereafter.	Ongoing. This goal will be re-evaluated as an aspect of the Destination: Home plan.



Denver Sheriff Department Deputy George Williams carries some of the food donated by Morey Middle School students on PJ Day 2015 for transport to local food banks.



PJ DAY is a wonderful opportunity
to be part of the solution.

Get Involved: www.PJDay.org

ACTION	GOAL ASSESSMENT
7.7 Develop an annual legislative agenda to address issues of homelessness.	Ongoing. Denver's Road Home coordinates with the city and Department of Human Services legislative and lobbying services on issues of homelessness.
7.8 Engage in a regional dialogue and coordinate with federal, state, and local government to create awareness of issues impacting the homeless to prepare regional responses and advocacy efforts to share best practices.	Ongoing. Denver's Road Home is serving as a regional leader in efforts for Coordinated Entry.
7.9 Provide venues and ongoing forums, as appropriate, for homeless individuals to participate in the plan's presentation, updates, and evaluation processes and fundraising efforts.	Completed. Throughout the course of the Ten-Year Plan, Denver's Road Home hosted a variety of town-hall meetings and focus groups with people experiencing homelessness. It was also a priority to invite participation from the Homeless Commission, as well as subcommittees of the Commission, by people currently or formerly experiencing homelessness.
7.10 Coordinate with local universities to conduct a community-based research on issues regarding homelessness.	Unmet. Though connected with higher education institutions, coordination is a work in progress.
7.11 Engage neighborhood leaders regarding a strategy to educate all council districts about housing needs and long-term strategies in the City and County of Denver.	Ongoing. Denver's five-year affordable housing plan was released in October 2014. The plan provides a guide for housing programs, Housing Denver, and policies through 2019, which will bolster affordability for all income levels from homeless to low-, moderate-, and median-income households. The complete plan can be found at the city's website under the Office of Economic Development 2014 Plans, Studies & Reports.
7.12 Collect data (including reason, person's place of origin and other demographic information) to track deaths among people who are homeless.	Ongoing. This information is collected and maintained by the Colorado Coalition for the Homeless. Denver's Road Home continues to monitor deaths of homeless people through the Office of the Coroner.

GOAL
8
ZONING, URBAN DESIGN AND LAND USE

**REFORM DENVER'S
ZONING, BUILDING, AND
DEVELOPMENT CODES TO
FACILITATE AN ADEQUATE
SUPPLY OF EMERGENCY
AND AFFORDABLE HOUSING.**

Faith communities have been able to coordinate year-round emergency shelter by utilizing 120 days of use-by-right shelter operations through Denver Zoning. Women's Homeless Initiative has been able to provide more than 36,500 overnight-shelter accommodations $[25 \times 365 \times 4 = 36,500]$ throughout a four-year period for women in homelessness using this zoning provision.

ACTION	GOAL ASSESSMENT
8.1 Request a change in the zoning code to allow currently existing large shelters to operate year-round on overflow status without suspending the zoning ordinances and declaring life-threatening conditions. Section 59-82(d)(5)(c)(2).	Completed. The changes requested in action items 8.1 through 8.4 were included in the new Zoning Code passed on July 25, 2010, and amended on July 10, 2015.
8.2 Request a change in the zoning code section to allow church-based shelters to operate up to 120 days per calendar year. Section 59-82 (d)(5)(c)(3).	Completed.
8.3 Request a change in the zoning code to permit permanent homeless shelters to be sited in mixed-use zone districts in conjunction with a neighborhood input process. CMU-20, RMU-30, CMU-30, and TMU-30. Section 59-82(d)(5)(c)(1).	Completed.
8.4 Request a change in the zoning code to allow temporary shelters with fewer than 100 residents in any zone, so long as the shelter is located in a structure owned by a nonprofit or government, for up to 120 days per calendar year.	Completed.
8.5 Engage housing developers, funding agencies, and affordable housing advocates in a comprehensive review of Denver's zoning, building, and housing codes to recommend changes to Denver's Housing Plan.	Completed. Housing Denver, The city's comprehensive housing plan, was adopted in 2014.



Photo courtesy of Denver Rescue Mission

Artist renderings of the Lawrence Street Community Center.

ACTION	GOAL ASSESSMENT
<p>8.6 Encourage the development of new affordable housing along public transportation lines.</p>	<p>Ongoing. In late 2014, the Denver TOD Fund was expanded to a regional, multi-borrower resource in an effort to more effectively create and preserve affordable housing and community facilities near transit. Additional investors have committed new funding, so the fund is now capitalized with \$24 million of capital available to preserve and/or create affordable housing in proximity to public transit throughout the seven-county metro Denver region. The new Denver Regional TOD Fund goal is to support the creation and preservation of 2,000 affordable housing units by 2024 through strategic property acquisition in both current and future transit corridors. Prior to expanding, the TOD Fund operated only in the City of Denver with a single borrower, the Urban Land Conservancy (ULC). In just three years, ULC was able to deploy more than \$15 million to make eight acquisitions throughout the city, creating a pipeline of 626 affordable homes, a new public library, and much more than 100,000 square feet of supportive commercial and nonprofit space, all in proximity to public transit. Four loans have already been repaid to the fund, allowing money to be recycled into future acquisitions, creating additional leverage for all of the fund's investors.</p>
<p>8.7 Require Community Oversight Boards and Neighborhood Memorandums of Understanding for new permanent and temporary shelters and other transitional or permanent housing for the formerly homeless that are supported by the commission. Assist providers and neighborhoods by developing a template process and document to be used for Neighborhood Memorandums of Understanding.</p>	<p>Completed. Neighborhood Agreements are used when applicable.</p>

DRH FUNDED PARTNERS YEARS 9 & 10

Denver's Road Home provided financial support to the following organizations from July 2013 to June 2015.

Arapahoe House

Bayaud Enterprises

Burgwyn Residential Management Services

Catholic Charities

Christ Body Ministries

Colorado Coalition for the Homeless

Colorado Legal Services

Denver Health & Hospital Authority

Denver Housing Authority

Denver Rescue Mission

Family Promise

Fourth Quarter

Mental Health Center of Denver

Mercy Housing

Metro CareRing

Metropolitan Denver Homeless Initiative

Mile High United Way

Nurse Family Partnership

Safehouse Denver

St. Francis Center

The Delores Project

The Gathering Place

The Salvation Army

Urban Peak, Denver

Volunteers of America

Warren Village

GET CONNECTED

Denver's Road Home

Denver Human Service
1200 Federal Boulevard
Denver, CO 80204

(720) 944-2508 main
(720) 944-1346 fax

DenversRoadHome@DenverGov.org

www.DenversRoadHome.org



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DenversRoadHome@DenverGov.org

Bennie Milliner

Executive Director/DRH

Bennie.Milliner@denvergov.org

Chris Conner

Program Administrator/DRH

Christopher.Conner@denvergov.org

Jon Luper

Program Manager/DRH

Jon.Luper@denvergov.org

Julie Smith

Director of Communications/DHS

Julie.Smith@denvergov.org

Renee Crews

Homeless Systems Outreach
Coordinator/DRH

Renee.Crews@denvergov.org

Angie Nelson

Program Administrator/DRH

Angela.Nelson@denvergov.org

Debra Gray

Housing Manager/DRH/DHA

dgray@denverhousing.org

Josh Garland

Americorps Vista Member

joshua.garland@denvergov.org

Morina Duerson

Operations Assistant/DRH

Morina.Duerson@denvergov.org

Ending Homelessness. Restoring Hope.

GET INVOLVED.

Volunteer.

Call 2-1-1 and become a volunteer or give to help end homelessness.

A Better Way to Give.

Make a difference by sponsoring or donating at a Denver's Road Home blue and green meter, which are located throughout the city. All donations go directly to help the homeless.

Reach Out.

Help the homeless by reaching out to us and requesting to be connected to a partner organization who is helping to end homelessness. You can reach out by offering a job, getting a group to mentor a homeless family or senior, or getting involved in a committee.

Donate Today.

Support programs that will have a lasting impact on the lives of those who are homeless by making a donation to Denver's Road Home.

Show Up.


Participate in events like Project Homeless Connect and PJ Day.

Visit

www.DenversRoadHome.org
for more information.

APPENDIX A: ACRONYMS

AIA	American Institute of Architects	FEMA	Federal Emergency Management Agency
AMI	Area Median Income	FHA	Federal Housing Administration
AND	Aid to the Needy Disabled	HBA	Home Builders Association
ARRA	American Recovery & Reinvestment Act	HEARTH Act	Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009
BART	Benefits Acquisition and Retention Team	HMIS	Homeless Management Information System
BID	Business Improvement District	HOME	The Home Investment Partnerships
CCH	Colorado Coalition for the Homeless	HPRP	Homeless Prevention & Rapid Re-Housing
CDBG	Community Development Block Grant	HUD	U.S. Housing and Urban Development
CDC	Colorado Department of Corrections	HVRP	Homeless Veterans Reintegration Program
CDCJ	Colorado Division of Criminal Justice	MDHI	Metro Denver Homeless Initiative
CDE	Colorado Department of Education	MHCD	Mental Health Center of Denver
CDHS	Colorado Department of Human Services	MHUW	Mile High United Way
CDOH	Colorado Division of Housing	OAP	Old Age Pension
CDOLA	Colorado Department of Local Affairs	OED	Office of Economic Development
CDOT	Colorado Department of Transportation	PIT	Point-In-Time Survey
CHDO	Community Housing Development Organizations	ROMA	Results-Orientated Management and Accountability
CHFA	Colorado Housing Finance Authority	RTD	Regional Transportation District
CIT	Crisis Intervention Team	SAMHSA	Substance Abuse and Mental Health Services Administration
CPI	Consumer Price Index	SHHP	Supportive Housing and Homeless Programs
CSBG	Community Services Block Grant	SRO	Single Room Occupancy Units
DCP&D	Denver Community Planning and Development	SSDI	Social Security Disability Insurance
DHS	Denver Human Services	SSI	Supplemental Social Security Income
DDP	Downtown Denver Partnership	SSIDA	Social Security Income Disability Assistance
DDPS	Denver Department of Public Safety	TANF	Temporary Assistance for Needy Families
DHA	Denver Housing Authority	TOD	Transit Oriented Development
DHFC	Denver Housing First Collaborative	ULC	Urban Land Conservancy
DH&ND	Denver Housing & Neighborhood Development	VA	Veterans Administration
DURA	Denver Urban Renewal Authority	WOW	Work Options for Women
DRH	Denver's Road Home		
ESG	Emergency Shelter Grant, now known as Emergency Solutions Grant		



**“IF DENVER’S ROAD HOME DOES ITS PART—
TO BE THE CONVENER, TO BE THE ADVOCATE,
TO ENCOURAGE INNOVATION, AND TO WORK
TOWARD DATA-DRIVEN OUTCOMES—WE CAN
CREATE A SEAMLESS HOMELESS-CARE SYSTEM
THAT IS ABLE TO MOVE INDIVIDUALS FROM
HOMELESSNESS TO HOMES AND HOPE.”**

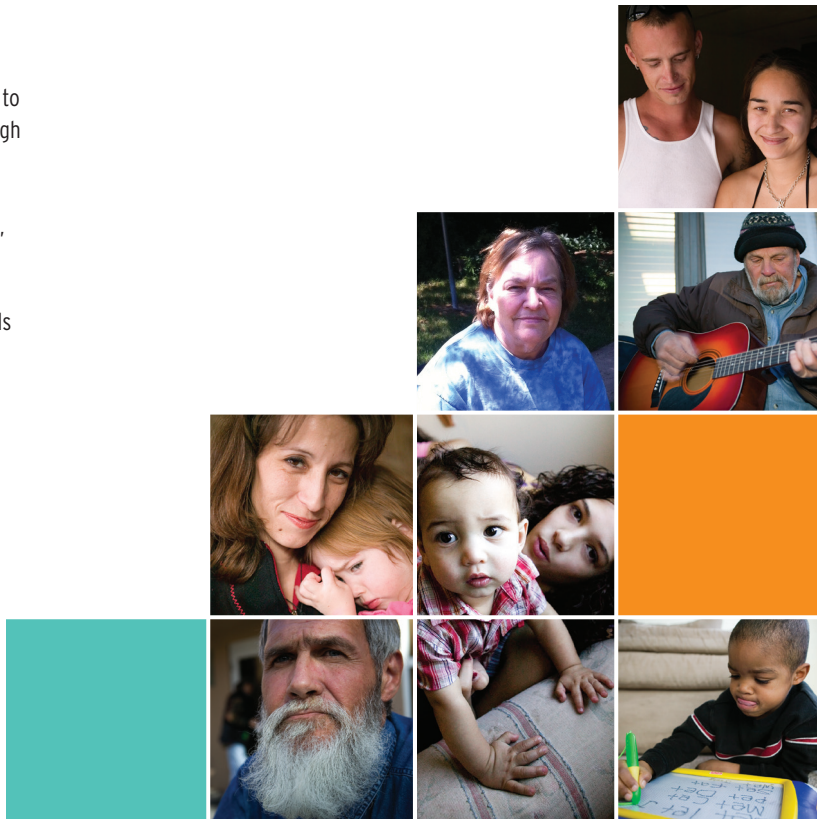
– BENNIE L. MILLINER, EXECUTIVE DIRECTOR

APPRECIATION

Thank you to rabble+rouser for continuing to lend your creative talents to helping Denver's Road Home tell our story and educate the public through our annual reports, special publications, and website.

Thank you to the intrepid group of advocates, faith-based organizations, funders, nonprofits, business leaders, and government organizations that make up Denver's Road Home. The successes of the past 10 years are because of your tireless efforts to help move families and individuals from homelessness to housing and hope.

And finally, we owe our deepest gratitude to our program participants. Your relentless dedication and partnership with us in your journey to a home cannot be understated. You survived—and now you've arrived.



2015

DENVER'S TEN-YEAR PLAN TO END HOMELESSNESS

2015 UPDATE — YEAR 10 — FIFTH REVISION

