



**DENVER**  
THE MILE HIGH CITY

A Report to Mayor John Hickenlooper  
by The Denver Commission to End Homelessness



# 10

## DENVER'S TEN-YEAR PLAN TO END HOMELESSNESS

JULY 1 UPDATE - SECOND REVISION 2009



## LETTER FROM MAYOR HICKENLOOPER: DRH 10-YEAR PLAN UPDATE

When Denver's Road Home was started four years ago, the Homeless Commission could never have anticipated a year like we've just had. Who would have thought that our economy would shift into a global recession unlike anything we have experienced since the Great Depression? And yet, in the midst of unparalleled economic challenges, there comes great opportunity. There has never been a more important time for Denver to have a plan... a plan to end homelessness as we know it.

During the past year, our homeless plan has been tested and we expect the coming year will continue to pose new challenges for us. Housing foreclosures, unemployment and funding cutbacks will continue to place new demands on our 10-year plan to end homelessness. As a result, I asked the Homeless Commission to update our plan so we can respond swiftly and efficiently to the changing needs of our homeless community. As we move into year five of Denver's Road Home, our community must now, more than ever, work together to ensure that every homeless man, woman and child has an alternative to living life on the streets.

We have been asked lately if the economy is going to impact the progress we are making to end homelessness as we know it in 10 years. The answer is simple: We have never been more determined to move this initiative forward.

Just look at the numbers:

- In the past four years, we have developed more than 1,500 new units of housing for the homeless in partnership with our community;
- We have prevented more than 3,278 families from becoming homeless and helped 1,974 homeless people obtain employment;
- The faith community continues to stand by our side, and has assisted in mentoring 564 families out of homelessness;
- In partnership with the Mile High United Way, we have achieved our aggressive fund-raising goal of \$46.1 million in the first four years of the plan, with the goal of moving toward a more sustainable and publicly-funded plan by year seven;
- And, in the midst of one of our most challenging economic climates, we have 500 new units of affordable housing in the pipeline that will be developed over the next two years!

Indeed, it has been a challenging year, but one with great victories and promise for the future of this important community initiative. As a result of significant cost savings to the community through Denver's Road Home, Denver City Council responded with a proclamation supporting the development of 482 new units of affordable housing.

We also were given the exciting opportunity to showcase our success during the Democratic National Convention, putting the national spotlight on the work we have done to create new housing and services for the homeless men, women and children of this community.

These are just a handful of reasons we are urging the Denver community to continue to embrace Denver's Road Home and remain focused on housing, services and prevention. Denver has a plan, and in year five, it is critical that we move this plan forward to end homelessness as we know it.

Thank you for your ongoing support and commitment to Denver's homeless.

Sincerely,



John W. Hickenlooper  
Mayor

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**AN INNOVATIVE PUBLIC-NONPROFIT PARTNERSHIP THAT IS MAKING A DIFFERENCE!**

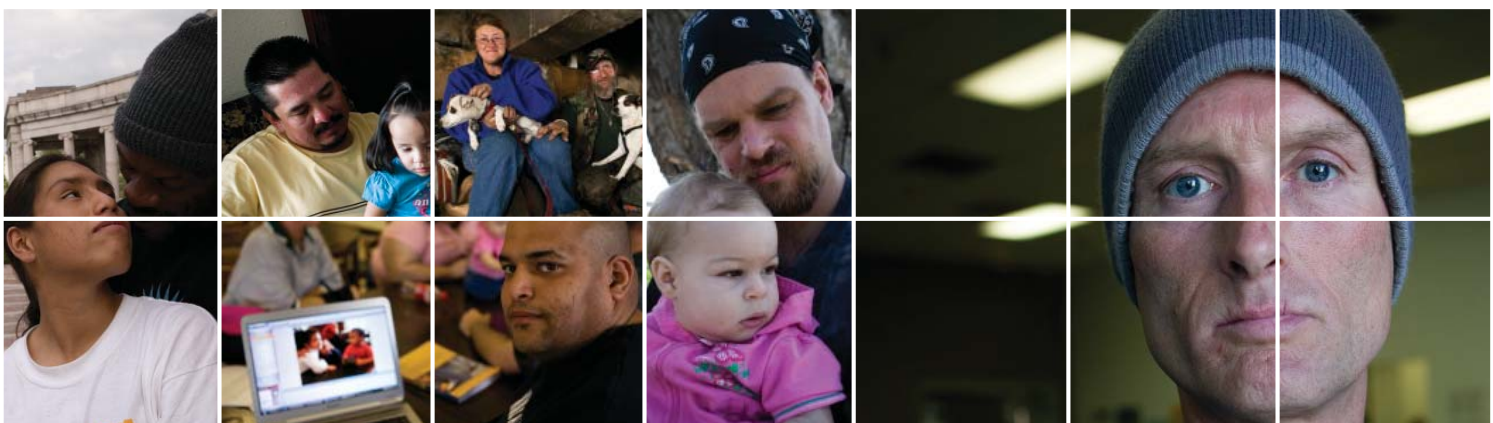
Denver's Road Home is an innovative partnership involving the City & County of Denver and the Mile High United Way working together to end homelessness as we know it in ten years.

Four years into Mayor Hickenlooper's ten year plan to end homelessness and the partnership between the City & County of Denver and the Mile High United Way has never been stronger. Together we have learned new and innovative approaches to fundraising, allocating, implementing and evaluating the many moving parts of Denver's Road Home. We have built a model initiative involving all sectors of the community, including the homeless, that is truly owned by the people who live and work in Denver. And still, we know with six years to go, that there is always room for more feet under the table. Our work is not done and we will spend the next six years focusing on maintaining, advancing and sustaining Denver's Road Home as we move closer to our goal of ensuring that every man, woman and child in this community has an alternative to living life on the streets. Many thanks to everyone who has played a part in moving this plan from the shelves and into action.

Sincerely,



Christine Benero & Jamie Van Leeuwen  
Mile High United Way City & County of Denver



**DENVER COMMISSION ON HOMELESSNESS****BOARD CHAIR**

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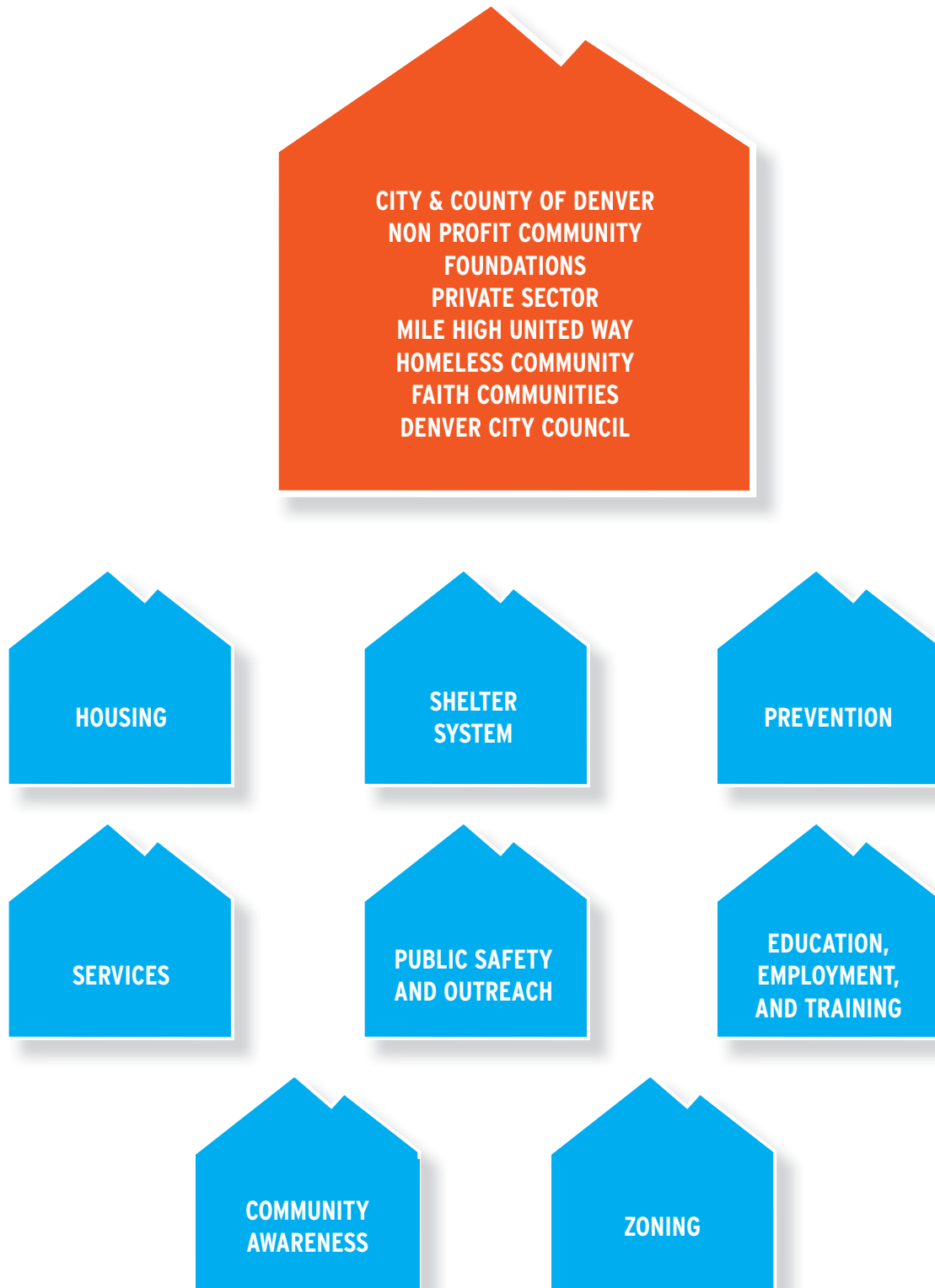
Rich DeBlasio

Andy Erickson

Paulette Stjerner

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## DENVER'S ROAD HOME LOGIC MODEL





By focusing on these eight key areas and working with partner organizations and the community, Denver's Road Home has successfully lead the campaign to end homelessness as we know it. Denver's Road Home couples compassion with accountability as we work to ensure every man, woman and child has an alternative to living life on the streets.

## OVERVIEW

### **An innovative & strategic plan to move people off the streets and prevent them from becoming homeless in the first place...**

**Background.** This report marks the beginning of the fifth year of implementation for Denver's Road Home, and is the biannual update of Denver's Ten Year Plan to End Homelessness. The original plan, published by the Denver Commission to End Homelessness, began implementation July 1, 2005. Since that time, new information, trends, and a sudden shift in the economy have brought about minor changes to the eight core Goals & Objectives of the plan. In January of 2009, the Commission formed work groups to review each original goal, assess its current status, and identify innovative methods that have promise for the future. To fully understand the plan, it is important to also reference the original document, which can be found at [www.DenversRoadHome.org](http://www.DenversRoadHome.org).

**National Trends.** Over the past two years, this country has experienced a rapidly changing economy that has had devastating effects on the lives of many Americans. While many communities have seen a decrease in the number of chronic homeless, the economy has prompted a rise in the number of homeless families. While it is too soon to tell what the exact impact the changing economy will have on the homeless, there has been an increased demand for some services. Denver's Road Home is monitoring the situation carefully, particularly housing and employment indicators. The community may be facing extraordinary economic pressures but we remain fully committed to helping the homeless and those in need.

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*“We have seen an outpouring of support from the community, and we are grateful to our partners in the foundation, business, nonprofit and faith communities that have made Denver's Road Home a priority.”*

*– Denver Mayor John Hickenlooper*

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Fortunately, there is hope. Across the country, there is a renewed focus on ending homelessness. More than 450 communities have written or implemented ten year plans to end chronic homelessness. According to the U.S. Interagency Council on Homelessness, a number of communities that have implemented their plans are seeing steady decreases in the number of chronically homeless individuals on their streets and in their shelters. There is recognition on behalf of policymakers that combining innovative methods with improved coordination of services are necessary to keep pace with the changing demographics of the homeless. Additionally, community support, awareness and participation are increasingly recognized as an impactful component of the homeless problem.

**Denver's Road Home**, in partnership with the community for the last four years, has developed over 1,500 new units of housing for the homeless.

Since 2007 and through the first quarter of 2009, the Denver Street Outreach Collaborative has been successful in getting 814 of the “hardest to house” adults and youth into housing or reunited with a family member. We have prevented over 2,000 at-risk persons from becoming homeless, which includes 957 families who received eviction assistance.

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*“Denver's Road Home started four years ago as a bold experiment. It has become a national model that showcases how a compelling vision, committed leadership, and an uncommon partnership between business, government, and philanthropy can transform a community.”*

*– Dorothy Horrell  
President, Bonfils-Stanton Foundation*

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Additionally, 3,278 homeless people have obtained employment. The faith community continues to stand by our side, and four years later, we can proudly say that we have mentored 564 families out of homelessness in partnership with 250 participating congregations. Working side by side with our partnership with the Mile High United Way, we have achieved our aggressive fundraising goal of \$46.1 million dollars in the first four years of the plan as we move to a more sustainable model by year seven. The University of Denver hosted three of the last four Project Homeless Connect (PHC) events. Since 2007, PHC events have provided services to over 2,500 homeless people and close to 4,000 volunteers from the community have become involved with Denver's Road Home to make these events successful. And, in the midst of one of our most challenging economic climates, we have 500 new units of affordable housing in the pipeline that will be developed over the next two years!

From the beginning, the citizens of Denver were promised a plan with achievable and sustainable goals with measurable action steps, as well as a plan that emphasizes collaborative efforts and accountability from all people of the Denver community. The plan is a balance of service delivery such as housing, treatment services and job training with the expectation of responsibility and self-reliance from those who receive services. After two years of implementation, Denver saw an 11% reduction in overall homelessness and a 36% decrease in chronic homelessness.

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*“Mile High United Way and Denver's Road Home are a perfect fit! Adult Self Sufficiency is one of United Way's key areas of investment. Four years into the ten-year plan, Denver's Road Home is making a profound difference in people's lives.”*

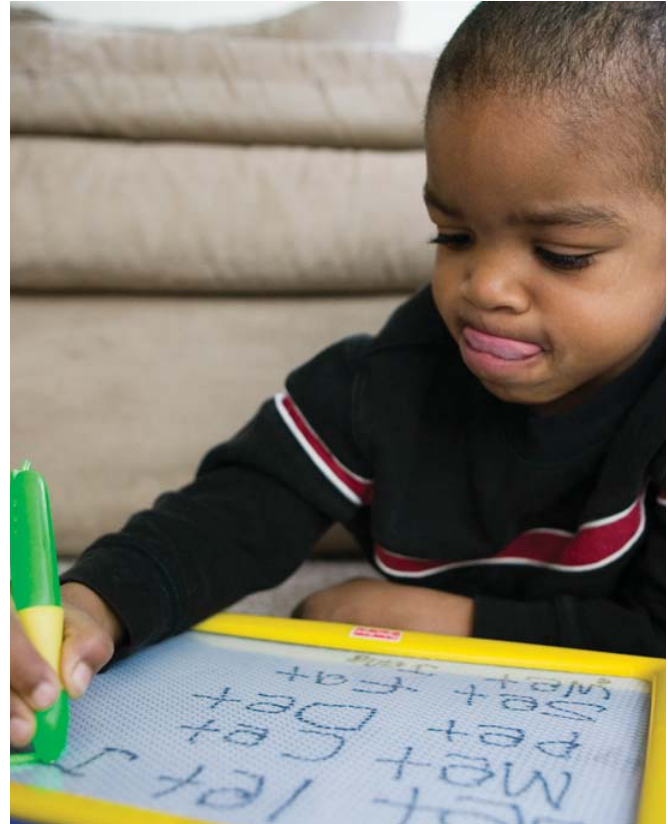
*– Christine Benero  
President and CEO, Mile High United Way*

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**Cost Savings.** Moving people off the street and into services is necessary and fiscally responsible. Over the past four years, have realized significant cost savings by moving the homeless off the street, and out of patterns of using our most expensive emergency services and into housing. The initiative implemented a Housing First model under which hard-core homeless people were placed in housing and immediately steered into treatment for mental illness and substance abuse. A two-year study conducted by the Colorado Coalition for the Homeless showed a net savings for Denver of \$4,745 per person per year when chronically homeless people are moved into housing and treatment. This will likely save the city more than \$1.5 million a year. The study also found that those in the city's Housing First program experienced dramatic declines in visits to hospitals, detox facilities, and jail. In order to ensure that the number of homeless in Denver continues to drop, cost savings must continue to be reinvested into housing and treatment services.

Denver is proving what studies across the nation have shown: getting people into housing while also providing services and other assistance helps the homeless while saving taxpayer money. Now, more than ever, the economy requires that our community work together to continue our commitment to ensuring that every homeless man, woman and child has an alternative to living life on the streets. We are urging the Denver community to embrace Denver's Road Home and remain focused on housing, services and prevention to minimize the impact of the economy. Though this unexpected financial crisis may present challenges, we remain committed to ending homelessness and helping those in need. Denver's Road Home is working collaboratively with our funders and service providers to minimize impact and ensure that every homeless person in this community is safe and well cared for.

**Housing Market for the Poor in Denver.** Persons living in poverty and the working poor bear the brunt of Denver's high housing costs. Based on the most recent analysis over 41,000 renter households earning less than \$20,000 a year are in need of more affordable housing. This group includes low wage workers earning less than \$10/hour, as well as seniors and disabled people living on fixed incomes.



“A key factor to our success in addressing homelessness has been public education and outreach about the problem.”

– City Council President Jeanne Robb, District 10

“The Office of Economic Development, Division of Workforce Development is committed to improving the lives of people who are homeless in our community by providing services that will assist them in finding and retaining employment that will lead to self-sufficiency. Employment is a key factor in maintaining housing and we look forward to a continued partnership with other organizations in these efforts.”

– Paula Gomez Farrell, Ph.D.

Director, Division of Workforce, Office of Economic Development



**GOAL  
1**
**PERMANENT AND TRANSITIONAL HOUSING**

Denver's Road Home maintains that a total of 3,193 housing units are required to meet the overall need of Denver's homeless people by July 2015. The community is actively working toward adding permanent affordable housing and increasing the efficiency of transitional housing through case management and intensive support services. Additionally, better coordination with city planning and zoning will reduce costs and make policies more efficient.

Recognizing that reentry is difficult, the plan advises that Denver's Road Home continue to work more closely with housing property managers. As formerly homeless individuals and families occupy a larger percentage of affordable housing units, property managers will continue to need management and operational support. This support includes training for child care, supplemental food and household items; security; revising financial underwriting standards to reflect higher costs of developing and operating supportive housing, and; surveying affordable housing inventory to identify vacancies and making pre-qualified referrals from the centralized housing waiting list. Additionally, as this update includes an

increased number of respite beds for the homeless, Denver's Road Home is working to ensure that case management is in place to help individuals who are ready to leave respite and move into housing.

Denver's Road Home is working to foster a more intentional collaboration with Denver Department of Human Services (DDHS) that ensures outreach and case management are provided to transition the most vulnerable off the streets, out of shelters and into housing. Denver's Road Home is participating in the Homeless Prevention and Rapid Re-Housing Program (HPRP) as part of the American Recovery & Reinvestment Act of 2009 (ARRA). The program will aid individuals and families who would be homeless if not for this assistance. The funds from this grant will be used for financial assistance, housing, relocation and stabilization services. Denver's Road Home is working closely with DDHS and other Metro counties to establish a single point of contact for prevention and/or re-housing assistance. It is projected that HPRP will be able to assist 200 households with rapid re-housing and that 600 households will receive eviction assistance.



“The interface between Denver’s Road Home and Denver Department of Human Services is critical to weaving a more comprehensive and seamless system of care for the homeless in this community.”

– Patricia Wilson-Pheanious,  
Manager, Denver Department of Human Services

	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
1.1	Create 2,080 permanent affordable housing opportunities for Transitional (First Time) Homeless. Opportunities should include new construction, expansion of rental subsidies or acquisition and rehabilitation of existing units.	Yrs. 1-10	HUD, DH&HD, DDHS, DHA, CHFA, Denver CHDOs, Non-Profits, Private Developers, RTD, CDOT	\$\$\$\$\$\$	Partially available, cannot be achieved without new revenue
1.2	As part of 942 units, create 100 "Gateway" transitional housing units for persons to reside in for two months to six months in preparation for living in permanent housing.	Yrs. 1-10	HUD, DH&ND, DDHS, DHA, CHFA, Denver CHDOs, Non-Profits, MHCD, Private Developers, RTD, CDOT	\$\$\$\$\$\$	Partially available, cannot be achieved without new revenue
1.3	Increase the number of transitional housing units with intensive supportive services by 171 units for those classified as Episodic Homeless.	Yrs. 2-7	HUD, VA, DDHS, DH&ND, United Way, Transitional Housing Providers, Foundations, Faith Communities, Denver Health	\$\$\$	Partially Available
1.4	Work with Denver Housing Authority to set aside 90 units annually of rental housing (with or without rental assistance) affordable to those homeless with incomes at 0-30 percent AMI.	Yrs. 1-10	HUD, DHA, DDHS, DH&ND	\$\$\$\$\$	Available as units/ vouchers turn over
1.5	Continue a program whereby groups (faith communities and others) sponsor a family or individual who is homeless, including housing assistance. These groups will help identify receptive landlords and apartment managers to assist with the program.	Yrs. 1-10	DDHS, Faith Communities, Landlords, Apartment Managers	\$	Available
1.6	The Homeless Commission will sponsor a Housing Ideas Competition to submit architectural and planning concepts for housing people at 0-30 percent AMI. <b>Goal Assessment:</b> Need Met	Yr. 1	HUD, DDHS, DH&ND, AIA, Service Providers, Faith Communities	\$	Can be achieved with little or no cost through in-kind work and donated prizes
1.7	Conduct research using census data to identify opportunity zones for permanent affordable housing affordable to those at 0-30 percent AMI. <b>Goal Assessment:</b> Completed	Yr. 1	HUD, DH&ND, Neighborhoods, CHDOs	\$	Available
1.8	Work with affordable housing property managers to offer management and operational support to staff to accommodate an increasing number of formerly homeless tenants.	Yrs. 3-10	HUD, DH&ND, DHA, CHFA, Non-Profits, Private Developers	\$	Available
1.9	<b>New Action:</b> Incorporate new initiatives 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.	Yrs. 5-7	HUD, DDHS, Service Providers, Apartment Managers, CoC	\$\$\$\$\$	Pending
1.10	<b>New Action:</b> Explore opportunities to transition and institutionalize activities with Commission partners based on fit, capacity and sustainability (i.e. development opportunities with DHA).	Yrs. 5-7	HUD, DDHS, DHA, Service Development Partners	\$\$\$\$\$	Pending existing and new grant development opportunities available
1.11	<b>New Action:</b> Comprehensively evaluate admission policies of housing providers receiving state and federal funding in Denver, including public housing authorities, non-profit providers, and private landlords involved with Section 8 housing, to ensure that people who are paroled are eligible for housing.	Yrs. 5-7	HUD, DDHS, DHA, Housing Providers	\$	Can be achieved with little or no cost by leveraging existing resources

**GOAL  
2**
**SHELTER SYSTEM**

The need for shelter continues to play a vital role in the mission of Denver's Road Home. Since the first writing of the Ten Year Plan, several goals have been completed and others been updated due to new information and ideas. Although current economic circumstances have prompted an increase in the transitional and episodically homeless due to high unemployment and foreclosure rates, there remains a strong commitment to supporting those in the shelter system. Rather than building new shelters, Denver's Road Home is focusing on working with service providers to get people out of the shelter system and into long-term housing.

The economic downturn has led to increased numbers of first-time homeless, a majority of which are families. Many of these people are seeking shelter in Denver's shelter system for the first time, and all of Denver's shelters are currently operating at or over capacity. Denver's Road Home has completed its goal of adding beds to the shelter system and will continue to work with other organizations to monitor the need for beds and to assist people in moving out of these shelters and into transitional and permanent housing. Work is being done to increase the total number of respite beds which is now at 73. The goal is to create 80 total new respite beds and to guarantee case management for

these clients. Shelters can also enhance their capacity by adding cots or mats to the total number of shelter beds. While not ideal, it has helped to fill the need for temporary shelter and also emergency shelter during extreme weather conditions.

Denver's Road Home continues to support the shelter system by concentrating on augmenting the work and treatment programs at existing facilities and linking homeless people with housing and public assistance.

The updates to this goal reflect this commitment by calling for more support of the shelter system in efforts to increase capacity and ensure that clients receive the necessary case management to transition out of homelessness. Additionally, the Denver Street Outreach Collaborative is coordinating outreach efforts in order to identify those who use shelter and emergency services most frequently.

Instead of adding new shelters, Denver's Road Home is participating in the Homeless Prevention and Rapid Re-Housing Program to decrease the length of shelter stays by transitioning people into housing more quickly.




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“We are now coordinating services better than at any other time in my 18 years experience here at St. Francis Center. We have a plan that is working and really changing peoples’ lives in very positive ways.”

– Tom Luehrs, Executive Director, St. Francis Center

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	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
2.1	<b>Revised Action:</b> Because the need for shelter beds continues to grow due to the tough economic times we are experiencing, monitor the need for additional capacity in shelters and add beds as necessary.	Yrs. 1 - 10	DDHS, Shelter Providers, United Way, Faith Communities, Foundations, Neighborhood Organizations, CDOH, SHHP	\$\$\$	Partially available, cannot be achieved without new funding
2.2	<b>Revised Action:</b> 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, water).	Yrs. 1-10	DDHS, Shelter Providers, United Way, Faith Communities, Businesses, Foundations, Neighborhood Organizations	\$\$	Available assuming reallocation of some existing resources
2.3	Create and fund a schedule for capital improvements at shelters including replacing mats with beds at existing shelter sites.	Yrs. 2-6	DDHS, Denver DH&ND State of Colorado: DOH, Shelter Providers, United Way, Faith Communities, Businesses, Foundations	\$\$	Cannot be achieved without new funding
2.4	Partner with other service providers to utilize day shelter space, or other nonprofit or public space for purposes of offering resources centers. Continue to explore the possibility of a 24-hour shelter that can address the needs of persons who are homeless.	Yrs. 1-6	DDHS, Businesses, Foundations, United Way, Faith Community, Denver Division of Workforce Development	\$\$\$	Partially available, cannot be achieved without new funding
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, yet still require bed rest and follow up care.	Yrs. 1-6	DDHS, Shelter Providers, Hospitals	\$\$\$	Available
2.6	Adopt a Severe Weather ordinance to allow shelters to expand numbers served during extreme weather conditions. Open public recreation centers, churches, other facilities and other public buildings as overflow shelters only in severe weather conditions and to prevent homeless deaths. <b>Goal Assessment:</b> Ordinance adopted	Yrs. 1-10	DDHS, MDHI, Faith Communities, Denver Parks & Recreation Centers, Shelter Providers, Neighborhood Organizations, Denver Police, Department of Environmental Health, Denver Fire Department	\$	Available
2.7	In extreme economic conditions when shelters and housing are at capacity open public recreation centers, churches, non-profit facilities or public buildings for men and women, providing case management to direct them to services and prevent homeless deaths.	Yrs.1-10	DDHS, Denver Parks & Rec Centers, Shelter Providers, Neighborhood Organizations, and churches.	\$	Available
2.8	Require all publicly funded agencies to receive training on all state and federal antidiscrimination laws to protect vulnerable populations.	Yrs. 1-10	HUD, DDHS, Colorado Civil Rights Commission	\$	Available
2.9	Create on-site resident "advisory committees" at area shelters to facilitate resident input on shelter policies, challenges and best practices.	Yrs. 1-10	DDHS, Shelter Providers	\$	Available
2.10	Interface CIT trained police officers and Crime Commission to develop consistent criteria for the use of involuntary mental health hold by outreach and police to protect those at risk to prevent homeless deaths, , especially during severe weather <b>Goal Assessment:</b> Criteria has been established and enforcement efforts are ongoing	Yr. 3	DDHS, DDPS, Denver DA, Denver City Attorney, Emergency Service Providers, Denver Health, MHCD	\$	Available
2.11	<b>New Action:</b> 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 off the streets/out of shelter and into housing.	Yrs. 4-10	<b>DDHS, CCH, St. Francis Outreach, Local Shelters and Agencies, Housing Agencies and Providers</b>	\$\$\$	Available
2.12	<b>New Action:</b> Employ a more strategic approach to outreach, shelter, and case management in order to centralize services and housing regionally, across partner agencies. Pilot Rapid Re-entry.	Yrs. 4-10	<b>DDHS, CCH, DSOC, Shelter Providers</b>	\$\$	Contingent upon stimulus dollars

**GOAL  
3**
**PREVENTION**

Recent economic conditions such as high job loss and continued high rental rates have resulted in Denver's Road Home seeing an increased need for homelessness prevention assistance. As circumstances have led to higher eviction rates, requests have increased for one-time eviction assistance, utility assistance and other forms of emergency aid.

The goal has been updated to include two new actions aimed at preventing people from becoming homeless in the first place. The first action calls for coordination to expand direct assistance to agencies providing vital supplemental services for homelessness prevention, including food, basic needs supplies and other necessary supportive services.

Additional efforts will be devoted to identifying households that are at high-risk for eviction. Collaborative efforts are being developed that involve public and private low-income housing programs in order to intervene prior to eviction by providing rental and utility assistance.

It is recognized that case management is necessary for helping to prevent individuals and families from becoming homeless. Denver's Road Home is committed to working with agencies to implement this preventative best practice model to make sure that people are aware of and connected to the services that they need.

To date, more than 2,232 families and households in Denver have received immediate and direct assistance to prevent them from becoming homeless, which included 1281 who received eviction assistance. Continued collaboration across agencies combined with case management is necessary to guarantee that Denver families continue to receive the assistance they need.




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“Homeless prevention is by definition an immediate intervention designed to prevent a housing crisis, to prevent homelessness, and to forestall entry into the shelter and homelessness systems. The best practices process initially alleviates the pressing housing crisis and identifies and mitigates future barriers to maintaining stable housing. By preventing eviction, families and individuals avoid the homeless system for even a short period of time – and the community is spared the social and economic costs.”

– Amy Wood

Director, Family Safety Net, Jewish Family Service

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	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
3.1	<b>Revised Action:</b> 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 percent of AMI, including individuals and families.	Yrs. 1-10	FEMA, HUD, State Homeless Tax-Check-off Fund, DDHS, DHA, Foundations, United Way, Faith Communities, Homeless Prevention Assistance Providers, Landlords	\$\$	Available but increased revenue is needed to increase assistance
3.2	Coordinate emergency funding and on-going education to prevent foreclosure. Work with lenders, government programs and agencies to develop comprehensive, single-entry-point program(s) to reduce households experiencing foreclosure.	Yrs. 1-10	FEMA, HUD, State Homeless Tax-Check-off Fund, DDHS, Foundations, United Way, Faith Communities, Homeless Prevention Assistance Providers	\$\$	No resources available. Waivers and trades of other funding resources such as HOME may be adequate.
3.3	<b>Revised Action:</b> Work with service providers, agencies, and city and state officials in order to create a coordinated community response to address discharge and transitional planning from the Correctional System, Mental Health System and Public Health System. 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.	Yr. 3-10	HUD, DH&HD, DHA, CHFA, Denver Health, Denver Hospitals, Denver Jail, Colorado Dept. of Corrections, Denver Human Services, CHDOs, Division of Workforce Development, non-profits, private developers, City Council, Governor's Taskforce	\$\$\$\$\$	Changes in policy could be accomplished with little new cost incurred by any of the partner agencies
3.4	<b>Revised Action:</b> Develop effective tenant/landlord collaboration including educational programs, mediation options, and waivers for rental applications, deposits and move-in fees.	Yrs. 6-10	Landlords, Apartment Managers, FEMA, HUD, DHA, State Homeless Tax-Check-off Fund, DDHS, Foundations, United Way, Faith Communities, Homeless Prevention Assistance Providers	\$	Sources of Revenue not identified
3.5	Create evaluation systems to identify effective prevention programs. <b>Goal Assessment:</b> Evaluation systems are in place.	Yrs. 1-10	CDHS, HUD, DDHS, Homeless Providers, Foundations	\$	Partially Available
3.6	<b>New Action:</b> Coordinate and expand direct assistance to agencies providing vital supplemental services for homeless prevention: food, supplies of daily living, and additional wrap-around services.	Yrs. 4-10	<b>Direct Service Agencies and organizations with food pantries</b>	\$	<b>Pending Contingent upon stimulus dollars</b>
3.7	<b>New Action:</b> Identify and target populations/households at high risk for eviction; develop collaborative efforts involving public and private low-income housing programs to provide eviction assistance for these populations, in order to intervene prior to eviction.	Yrs. 4-10	<b>Agencies and Organizations in low-income housing areas, Other housing providers</b>	\$	<b>Pending Contingent upon stimulus dollars</b>

**GOAL  
4**
**SERVICES**

Services are a crucial part of the plan and are an important component to link housing and employment opportunities. Supportive services are needed to ensure that homeless people not only transition off of the streets but have the tools to live life off the streets permanently. Denver's Road Home is committed to exploring innovative ways of expanding services that are much needed at this time. Connecting the homeless with services is vital to ending homelessness and also saves taxpayer money. Increased coordination and collaboration across providers will help make certain that the services are getting to those that need them. Denver's Road Home also plans to work more closely with Child Support Enforcement to formalize a communication plan between programs that ensures the financial wellbeing of homeless children.

Traditionally, it has been difficult to connect homeless individuals with a wide spectrum of services for a variety of reasons. Recognizing that barriers exist and that there is a gap in services the homeless are receiving, Denver's Road Home is reaffirming its commitment to identifying what can be done at the local and statewide level to examine policies, as well as increase funding in this area. Historically, the focus has been on providing benefits to the homeless so they could connect to longer term services. These efforts will continue while Denver's Road Home also works to identify ways to partner with the private sector in order to secure funding for more intensive services that are larger in scope and include case management. The focus also intends to integrate services within housing, employment, outreach and the shelter system.

In the spring of 2009, Denver's Road Home and the Mile High United Way partnered with community agencies to hold the city's seventh Project Homeless Connect event at the University of Denver. The event serves as a one-stop-shop that connects volunteers with the homeless and the homeless with services. The goal is for participants to walk away with tangible services that are difficult for the homeless to access otherwise.

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“Denver's Road Home has facilitated the implementation of services for individuals who have experienced chronic homelessness. The most important thing that has happened with this initiative is the clear recognition that it takes a combination of services and supports that include not just housing but employment to truly address the needs of the homeless community.”

– David Henniger  
Executive Director, Bayaud Enterprises, Inc.

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Examples like food stamps, identification, birth certificate, and other core services allow them to take the important first step toward moving out of homelessness. In addition, homeless guests receive individual attention from their volunteer who helps with assessing needs, answering questions and walking them through the process. Many participants mentioned the time spent with their volunteer as one of the best parts of their day.

At PHC 7 community partners and service providers worked together to produce encouraging results for those served. In total 154 clients obtained identification and 175 clients received their birth certificates, while 150 participants were deemed eligible for food stamps with 65 applications processed that day. Legal assistance is another important service available for participants. Through Denver Homeless Court the lawyers and judge who volunteered their time were able to hear a total of 80 cases for 54 defendants. Employment efforts and the job fair were also successful with 11 companies participating. Overall, 123 participants developed resumes and 69 clients were scheduled for interviews while some candidates were hired immediately.

Volunteers, too were deeply touched by the experience and reported that the event “expanded their understanding of the depth and complexity of the homeless issue,” and left a lasting impact on all involved.



	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
4.1	Annually assist 425 persons who are homeless and eligible for public benefits to apply and receive benefits and services through a BART-type model.	Yrs. 1-7	DDHS, Denver Health, Colo. Medicaid, SAMHSA, ADAD, CCH	\$\$\$\$	Partially available, cannot be completed without new revenue
4.2	Annually assist 227 homeless persons not eligible for public benefits to access targeted mental health treatment.	Yrs. 1-7	DDHS, Denver Health, Colo. Medicaid, SAMHSA, ADAD	\$\$\$\$	Partially available, cannot be completed without new revenue
4.3	Annually assist 145 homeless persons not eligible for public benefits to access substance abuse treatment.	Yrs. 1-7	DDHS, Denver Health, Colo. Medicaid, SAMHSA, ADAD	\$\$\$\$	Partially available, cannot be completed without new revenue
4.4	Annually assist 415 homeless persons to access medical care.	Yrs. 3-10	Agencies, DDHS, Denver Health and Hospitals, State Legislators	\$\$\$	Not available.
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.	Yr. 5-10	DDHS, Denver Health, Colo. Medicaid, CDHS, MHCD, Homeless Service Providers, ADAD, Child Enforcement Services	\$	Available, policy/procedure changes should maximize existing resources
4.6	Bring HMIS system and other evaluation tools on line and further expand their use over the next 10 years.	Yrs. 1-10	CDHS, HUD, DDHS, Homeless Providers	\$	Partially available
4.7	Increase utilization of mainstream benefit systems through DDHS Homeless Outreach Team to improve stability and self sufficiency of 500 homeless populations.	Yrs. 2-10	CDHS, DDHS, Homeless Providers	\$	Available
4.8	Support efforts to qualify homeless youth for SSI DA in order that they might access child support services, substance abuse and/or mental health services. <b>Goal Assessment:</b> Efforts have begun and are ongoing	Yrs. 1-5	DDHS, Service Providers, Child Support Enforcement	\$	Available **No new funding required
4.9	Coordinate with other organizations in an effort to fund ID & birth certificates for 500 and transportation for 1457 for those participating in service programs and work activities.	Yrs. 2-10	DDHS, RTD, Homeless Providers	\$	Available
4.10	Provide funding to ensure that all 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.	Yr. 6	DDHS, DDPS, Homeless Service Providers, Faith Communities	\$	Sources of revenue not identified
4.11	Increase services in mental health and substance abuse treatment for people who are homeless	Yrs. 5-10	DDHS, Denver Health, Colo. Medicaid, CDHS, MHCD, Homeless Service Providers, SAMHSA, ADAD	\$\$\$	Sources of revenue not identified
4.12	Expand relationships with public and private sectors to ensure discounted and/or pro bono health care services be provided to uninsured homeless persons.	Yrs. 5-10	Pro Bono Mental Health, Project at Mental Health of America, Common Ground, IHI, DDHS, Denver Health, MHCD, CDHS, Service Providers	\$\$\$	Sources of revenue not identified
4.13	Hold bi-annual Project Homeless Connect event in order to provide homeless individuals and families with needed services during a one day, one-stop shop <b>Goal Assessment:</b> Ongoing, 7 PHC events have been held since 2005	Yrs. 1-10	DDHS, City employees, Service Providers, local universities, community partners, volunteers	\$\$	Available with support of community sponsorships

**GOAL  
5**
**PUBLIC SAFETY AND OUTREACH**

Continued outreach is vitally important as Denver's Road Home works aggressively to redirect people off the street and into services through a coordinated system comprised of outreach workers, service providers, and Denver Police officers. Downtown businesses reported fewer panhandlers and homeless people loitering in the downtown area. Eighteen months after the Give a Better Way and Donation Meter Campaign, the Downtown Denver Partnership reports a 92% drop in panhandling in the Downtown Business Improvement District. Law enforcement and homeless providers will continue to work in close collaboration with one another to ensure that the homeless are being connected to services as an alternative to punitive measures as a result of their living situation. Overall, there has been a 22% decline in the number of bookings and subsequent incarcerations of homeless persons in the County Jail.

In two years, between 2007-08, 750 people were housed or reunified through the work of the Street Outreach Workers. The Denver Street Outreach Collaborative is on track to house or reunify close to 300 people in 2009. Adjustments have been made to the days and hours of the Denver Street Outreach Collaborative along with the reassignment of the former Outreach Dispatch number this past spring to 211. In response, Denver's Road Home is working on a more coordinated effort with 211, 311 and other community resources that will provide answers and support to homeless individuals and others inquiring about homeless resources. The Denver Resource Guide has also been updated by students at the University of Denver so that the homeless and the rest of the community are more aware of available homeless resources. The guide includes up-to-date information such as phone numbers, addresses, maps and other useful information that were gathered on homeless services.

Changes in the economy will not allow Denver's Road Home to expand its outreach efforts any further at this time, but there are other innovative opportunities and strategic partnerships being developed to continue high quality outreach in the community. For example, the Denver's Road Home outreach team plans to work ever more closely with the shelter system. This relationship creates a targeted effort between shelters, services and outreach to identify those individuals who are accessing only emergency services (repeatedly) and connect them to the services and housing they need. This effort is both smart and financially responsible because it focuses on decreasing the use of expensive emergency services and decreases the burden on the shelter system.

To assist in this effort, the pilot Vulnerability Index Study adopted from Common Ground in New York City will help identify the most chronically homeless and those who are most vulnerable because of a medical condition so that they may receive assistance. As part of the National Homeless Death Prevention Study, the goal is to investigate to what extent housing is a life saving or life-extending intervention for those identified to have a high mortality risk. Participating cities will provide permanent housing to a probability sample of street homeless individuals using the Vulnerability Index. Positive results should lead to a more targeted, cost-effective response as well as increased funding for services and affordable housing.

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“Since the inception of Denver’s Road Home, the close collaboration between police officers and homeless service providers has led to extremely positive life changes for homeless individuals. We have enjoyed the opportunity to “Serve and Protect” in this manner.”

– Officer Layla DeSteffany, 04103

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	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
5.1	<b>Revised Action:</b> To make 6,500 unduplicated contacts per year with 280 homeless persons moving into housing.	Yrs. 1-10	DDHS, Emergency Service Providers, MDHI	\$	Available
5.2	Expand the boundaries of 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 & 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.	Yrs. 1-10	City Council, Mayor, Denver Police Dept., DDPS, Businesses, Neighborhood Organizations	\$	Available
5.3	Expand 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.	Yrs. 1-5	DDHS, DDPS, Emergency Outreach Workers, Denver Police Dept., Homeless Service Providers, City Attorney's Office, Court Systems, Crime Prevention and Control Commission	\$\$	Partially available
5.4	Work with service providers using a targeted court docket to enroll eligible homeless people in Homeless Court. Expand the number of client referrals to 60 (cases per month) to assist in resolving non-violent outstanding municipal offenses.	Yrs. 1-10	City Attorney's Office, Judges, External/Public Defender Providers, DDHS, Service Providers	\$\$	Partially available
5.5	Enforce and expand the existing protocol for disbanding encampments on public and private property.	Yr. 2-10	Parks and Recreation, DDHS, Denver Police Dept., City Council, Mayor, DDPS, Businesses, Neighborhood Organizations	\$	Available
5.6	<b>New Action:</b> Coordinate with 211, 311, 911 and non-Emergency number to provide a more comprehensive response to the homeless community and homeless inquires in Denver.	Yrs. 4-10	DDHS, Emergency Service Outreach Providers, DSOC, DDPS, Businesses, United Way, 211, Denver Health and Medical Center, Denver CARES, DPD, 311, Homeless Individuals	\$	Available
5.7	Strengthen enforcement of existing aggressive panhandling ordinance in conjunction with pre-arrest diversion efforts.	Yrs. 1-10	City Council, Mayor, DDPS, Businesses, Neighborhood Organizations	\$	Available
5.8	Increase collaboration with Denver Police Department. Provide education and training to police officers on expanded Crisis Intervention Team (CIT).	Yrs. 2-10	DDHS, DDPS, Emergency Outreach Workers, Homeless Service Providers	\$	Available
5.9	Work with the Denver Police Department to establish effective procedures for returning identification to individuals held in custody. <b>Goal Assessment:</b> Procedures have been established and implementation efforts are ongoing	Yrs. 1-10	DDHS, DDPS, City Attorney	\$	Available
5.10	Expand the number of outreach workers to meet caseload demands.	Yrs. 1-10	DDHS, United Way, Emergency Outreach Service Providers, City Council, Mayor, Businesses, Faith Communities	\$\$	Cannot be completed without new revenue
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. <b>Goal Assessment:</b> Completed. In January 2007, two police officers were designated specifically to work with the outreach team and Safety Ambassadors on homeless related services.	Yrs. 1-10	Denver Police Department, Mayor, City Council, DDHS, Business Community, BID, Outreach Service Providers, CDCJ	\$\$	Available for pilot; cannot be expanded without additional resources
5.12	<b>New Action:</b> Create a targeted effort between shelters, services and outreach to identify individuals who are only accessing emergency services (repeatedly) and connect them to needed services and housing. Pilot Vulnerability Index Study	Yrs. 4-10 Yrs. 4-6	DDHS, DSOC, Local Shelters and Agencies Common Ground, DSOC, Housing Agencies, Providers	\$	Available
5.13	Provide cross training to Downtown District Ambassadors to use the outreach coordination center. <b>Goal Assessment:</b> Completed	Yr. 1	DDHS, Emergency Outreach Service Providers, DDPS, Business Community, BID	\$	Available

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

The economy and employment are two of the most important factors currently shaping public policy in America. While the economic downturn does have an impact on the approach taken toward education, training and employment efforts, Denver's Road Home remains committed to helping people who are homeless obtain the skills and knowledge necessary to participate in the workforce. The Office of Economic Development and Workforce Centers are working to coordinate efforts to assist the homeless with accessing jobs and pre-employment services

New and revised goals reflect the commitment of Denver's Road Home to support and expand existing job development services for the homeless. By continuing to partner with employers, mental health and other treatment organizations, Denver is working to find jobs for the homeless and provide job retention and career advancement services for up to one year after placement. Efforts are being made to strategically connect homeless persons who are moving into housing with employment and services so that Denver's Road Home can achieve the maximum impact possible in an economy with limited jobs.

There is also a commitment to providing the much needed emotional support and advice on employment etiquette that many new workers need. The most successful employment programs provide training prior to employment that is helpful to both employees and employers alike. The partnership with

the Office of Economic Development and Workforce Centers will continue efforts to train staff and connect homeless with both employment and case management support that is critical to success. In addition, it is important to provide the same level of training to participating employers.

Denver's Road Home is also working to expand and implement the five-year program with the hotel and hospitality industry partners for up to 60 people per year who are homeless with disabilities. This effort is supported by a five-year grant funded by the U.S Department of Education as well as by funds contributed from businesses and other partners.

Past employment efforts through organizations such as the Metropolitan Denver Homeless Initiative and the Denver Workforce Center have produced positive results that are encouraging as these programs continue to move forward. One former client, a homeless veteran, is now the Training Manager at a training facility. He is also now able to buy a house and car. Another example is that of a father of two who was having trouble finding a job and had been forced to leave their housing because the conditions were no longer appropriate. Through working with the Homeless Initiative he obtained transitional housing, additional training, and is now working full time. These stories are powerful examples of what can be achieved when the community works together.

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“Since the inception of DRH, I’ve been able to create a successful employment program for clients of The Samaritan Shelter, Urban Peak and the Colorado Coalition for the Homeless. Through the resources of the Homeless Commission, and the ongoing education that the service providers instill, the opportunities for employers to hire and retain qualified candidates continue to evolve positively.”

– Jon Schlegel, Owner, Snooze An AM Eatery

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	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
6.1	<b>Revised Action:</b> 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. Add up to two job developer/case manager positions to meet caseload demands.	Yrs. 5-10	Denver DWD, WOW, Faith Works, TANF Contractors, Service Providers, Day Labor Agencies, DDHS, HVRP	\$	Partially available, cannot be completed without new revenue
6.2	<b>Revised Action:</b> Continue and implement the five-year program with the hotel and hospitality industry partners for up to 60 people with disabilities who have been homeless.	Yr. 1-7	Denver DWD and contractors, , DRH, DVR, Visit Denver, DRW, DDHS, DDP, Businesses, Service Providers, HVRP,	\$\$	Available through a 5-year grant funded by U.S. DOE; other program funds supported by businesses and partners
6.3	Develop 750 employment opportunities (including part-time, full-time, contract and on-call positions) annually for people who are homeless in the Denver. Emphasis should be placed on jobs paying living wages and providing benefits.	Yrs. 1-10	Denver DWD and contractors, , DRH, DVR, DDHS, DDP, Employers, Service Providers, DRW, DVR, HVRP, Day Labor Agencies, Hispanic Chamber of Commerce,	\$\$	Partially available, cannot be completed without new revenue
6.4	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.	Yrs. 1-10	DDHS, Multi-Link Communications, Service Providers	\$	Available
6.5	Increase access to employment and training opportunities offered through key workforce development partners to provide job ready individuals and linkages to jobs. Identify specific opportunities in three targeted growth industries: renewable energy, other "green" industries, and health/medical services.	Yrs. 1-10	DDHS, DWD, DWD Contractors, AFL-CIO, Service Providers, Businesses, HVRP	\$	Available
6.6	Convene public and private educational organizations (including Emily Griffith, CCD, Metro State) 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 and apprenticeship programs, college preparation vocational education, and financial literacy.	Yr. 3-10	DDHS, DPS, CDE, Service Providers, Higher Education Institutions	\$	Available
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.	Yr. 3-10	DDHS, DPS, CDE, Service Providers, Federal McKinney-Vento Act	\$	Available
6.8	Continue partnership with State Division of Vocational Rehabilitation to connect homeless individuals to vocational rehabilitation services.	Yrs. 1-10	DDHS, DVR	\$	Available
6.9	<b>New Action:</b> Provide job retention and career advancement services to all homeless individuals for at least one year after placement. Work with mental health and other treatment organizations to expand the number of supported employment slots available to this population.	Yrs. 5-10	<b>DDHS, Denver DWD and contractors, AFL-CIO, Service Providers, HVRP, DRW, DVR, DMH, mental health and substance abuse Service Providers, rehabilitation Service Providers</b>	\$	<b>Available</b>

**GOAL  
7**
**COMMUNITY AWARENESS AND COORDINATED RESPONSE**

Community support and commitment are two resources that not even a slow economy can stifle. Nothing would be possible without the countless time and resources donated by the citizens of Denver each year. Events like Project Homeless Connect join community volunteers with the homeless on an individual level. The annual Pajama Party and donation meters help stimulate community awareness while also generating much needed financial support. Denver's Road Home remains committed to expanding existing partnerships and creating new ones in order to develop goals and create tangible results.

Denver's Road Home is taking a proactive stance by developing strategies to put goals into action. To increase regional dialogue and response, an ongoing "homeless forum" is being created with key partners and stakeholders of homeless plans in Fort Collins, Colorado Springs and other surrounding cities to share best practices with one another and to advocate coordination of homeless strategies along the Front Range. Additionally, Denver's Road Home is coordinating with state governments on the development of their homeless initiatives and working to include statewide and regional statements of need in the work of Denver's Road Home.

New and revised goals illustrate the importance of sharing the voice of the homeless with the community and including it in the decision-making process. A speaker's bureau is being created to provide an ongoing forum for homeless and formerly homeless to participate in the Plan's presentation, evaluation processes and fundraising efforts. Speakers will represent the diverse homeless population in order to raise community awareness and change perceptions of the homeless, and they will also receive training in communication and presentation skills that will benefit

them in the future. Denver's Road Home is also working to partner with local colleges, universities and other community-based research firms to develop and conduct a public opinion survey, community impact survey and other pro-bono research in order to assess perceptions of homelessness and gain a better understanding of the issues.

The solutions to ending homelessness are embedded in our neighborhoods. Engaging area neighborhoods in our effort to end homelessness is a critical asset for increasing communication within the community and obtaining feedback. The first step in this process is to convene a constituency of neighborhood leaders on a quarterly basis to engage a strategy to educate all council districts about housing needs and long-term strategies in the City and County of Denver. By working together Denver's Road Home and area neighborhoods are fostering a solution-based dialogue to produce lasting results.




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“Wherever we may be on the road to independence and self-sufficiency we are always reminded that we are interdependent and live with grace and dignity as citizens. We acknowledge that we have many miles to go ‘before we lie down and rest,’ and though the road is arduous and painful we are forgiving of ourselves for our mistakes and lift one another up arm in arm marching on, marching on.”

– Randle Loeb  
Homeless Advocate

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	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
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 Counties Commissioners.	Yrs. 1-10	DDHS, MDHI, State of Colorado, Metro Communities	\$	Available
7.2	Coordinate with Division of Housing and Housing and Neighborhood Development Services 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.	Yrs. 1-10	DDHS, DH&ND, DHA, Colorado Dept. of Local Affairs (CDOLA)	\$	Available
7.3	Use DDHS data and data collected by other agencies and homeless service providers to educate the public on homelessness issues and solutions.	Yrs. 1-10	DDHS, DH&ND, MDHI, CDHS, CDOLA, Homeless providers, Businesses, agencies, United Way	\$	Available
7.4	The Commission will convene subject matter experts to maintain a primarily pro-bono multi-media homeless awareness program to continue to activate and educate the community about Denver's Road Home.	Yr. 1-10	DDHS, United Way, Mayor's Office of Strategic Partnerships, Media Outlets, Public Relations Firms, Professional Organizations, United Way, Channel 8, Business Community, Homeless or Formally Homeless Individuals, Service Providers	\$	Partially available
7.5	Develop a Community Appeal to solicit financial support for implementation of Plan.	Yrs.1-10	DDHS, United Way, Mayor's Office of Strategic Partnerships, Business Community, Religious Organizations, Foundations, Service Providers, People who are Homeless	\$	Partially available
7.6	Recommend to City Council that the 10-Year Plan become a supplement to Denver's Comprehensive Plan 2000. <b>Goal Assessment:</b> Completed	Yr. 1	DDHS, City Council	\$	Available
7.7	Develop an annual legislative agenda to address issues of homelessness.	Yrs. 1-10	DDHS, Homeless Commission, City Council	\$	Available
7.8	<b>Revised Action:</b> 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.	Yrs. 3-10	DDHS, Homeless Commission, Metropolitan Denver Homeless Initiative, DRCOG, Urban Municipal League, Metro Area Commissions, Inter-Jurisdictional Leaders, Advisory Committee of Homeless Youth.	\$	Available
7.9	Educate community regarding progress of Denver's Road Home and better educate the general public about the Fair Housing Act during the process of creating housing for the homeless.	Yrs. 2 - 10	DDHS, Homeless Commission, City Attorney's Office, INC, Homeless Service Providers	\$	Available
7.10	<b>Revised Action:</b> Provide venues and ongoing forums, as appropriate, for homeless individuals to participate in the Plan's presentation, updates and evaluation processes and fundraising efforts via a speaker's bureau managed by MHUW and homeless leadership in community.	Yrs. 1-10	<b>DDHS, Homeless Service Providers, Media Outlets, People who are Homeless' Mile High United Way, Mayor's Office of Strategic Partnerships, Service Providers. National Coalition for the Homeless</b>	\$	Available
7.11	<b>New Action:</b> Through coordination with undergraduate and graduate programs at local colleges and universities, as well as community-based research firms, conduct an annual public opinion survey and/or other community based research of the homeless.	Yrs. 5	<b>DDHS, University of Denver, University of Colorado, Regis, Auraria and Service Providers.</b>	\$\$	Pro-Bono
7.12	<b>New Action:</b> Coordinate with local universities to conduct a community impact study to assess perceptions of homelessness, Denver's Road Home, and the impact of affordable housing in the City & County of Denver.	Yrs. 5	<b>DDHS, University of Denver, University of Colorado, Regis, Auraria, Resident Neighborhood Associations, Civic Canopy, INC, Chamber of Commerce, Downtown Denver Partnerships, Faith Community.</b>	\$\$	Pro-Bono
7.13	<b>New Action:</b> Convene a constituency of neighborhood leaders on a quarterly basis to engage a strategy to educate all council districts about housing needs and long-term strategies in the City and County of Denver.	Yrs. 4-6	<b>Resident Neighborhood Associations, INC, DDHS, DH&amp;ND, Civic Canopy, City Neighborhood Liaison.</b>	\$\$	Available
7.14	<b>New Action:</b> Collect data (including reason, person's place of origin, and other demographic information) to track deaths among people who are homeless.	Yrs. 1-10	<b>Deputy Coroner, Denver Health, Stout Street Clinic</b>	\$	Available
7.15	<b>New Action:</b> Hold annual focus groups which bring together a diverse group of homeless people (both new and long time homeless) to gain feedback to how Denver's Road Home is progressing.	Yrs. 5-10	<b>Homeless individuals, community members, DDHS, Resource Providers</b>	\$	Available

**GOAL  
8**
**ZONING, URBAN DESIGN AND LAND USE**

In collaboration with a variety of partners in the nonprofit, private and public sectors, Denver's Road Home has been able to successfully reform Denver's zoning, building and development codes to facilitate an adequate supply of emergency and affordable housing. Four key goals have been completed since the original plan was adopted and two others are underway.

Zoning Codes have been changed to allow more flexibility in determining shelter locations and hours of operation. In addition, Denver's Zone Code Task Force is recommending changes to the Zoning Code that will reduce barriers to increasing the stock of affordable housing. Denver's Road Home has been working closely with the Office of Economic Development and housing and neighborhood development services to inform their housing plan.

Denver's Road Home recognizes the importance of working with and receiving input from neighborhoods concerning shelter locations and hours of operation. While shelters will continue to be sited only on an as-needed basis during extreme weather conditions and other emergency situations, this will be done in conjunction with neighborhood input through Community Oversight Boards and Neighborhood Memorandums of Understanding. In the event that new shelters were needed, Denver's Road Home will work with providers to develop a template for completing this process.

Another exciting and promising update to the plan is the creation of Denver's \$15 million Transit-Oriented Development Fund. This fund will allow the city to acquire property in close proximity to public transportation in order to preserve and expand affordable housing near existing and new rail lines and bus routes. Increased access and convenience to transportation is key to helping individuals and families transition into and remain in housing as active participants in the workforce by reducing the financial burden caused by travel.




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“The Ballpark Neighborhood Association is proud to partner with Denver’s Road Home, sharing the same goals in ending homelessness. We have seen tremendous and significant changes since Denver’s Road Home began.”

– Judy Schneider, Neighborhood Advocate and President of the Ballpark Neighborhood Association

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“The reductions in chronic homelessness we have seen through DRH’s focus on permanent housing and services are incredible accomplishments. But perhaps the most significant achievement, albeit more difficult to quantify, is the progress made in breaking through community assumptions about what homelessness is, who is homeless and the dynamics that led to their homelessness. DRH has redefined homelessness as a community issue for which we all bear a responsibility.”

– Drew O’Connor, Co-Director, The Civic Canopy

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	ACTION	TIME FRAME	PROPOSED PARTNERS	COST	FUNDING STATUS
8.1	<p>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)].</p> <p><b>Goal Assessment:</b> Completed</p>	Yr. 1	City Council, DCP&D, Businesses, Neighborhood Organizations	\$	Available
8.2	<p>Request a change in the zoning code section allowing church-based shelters to operate up to 120 days per calendar year. [Section 59-82(d)(5)(c)(3)].</p> <p><b>Goal Assessment:</b> Completed</p>	Yr. 1	City Council, DCP&D, Businesses, Neighborhood Organizations, Faith Communities	\$	Available
8.3	<p>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)].</p> <p><b>Goal Assessment:</b> Completed</p>	Yr. 1	City Council, DCP&D, Businesses, Neighborhood Organizations, Faith Communities	\$	Available
8.4	<p>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.</p> <p><b>Goal Assessment:</b> Completed</p>	Yr. 1	City Council, Mayor, DCP&D, DPS, Businesses, Neighborhood Organizations, Faith Communities	\$	Available
8.5	<p>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.</p> <p><b>Goal Assessment:</b> Denver's Zoning Code Task Force is recommending changes to the Zoning Code that reduce the barriers to increasing affordable housing.</p>	Yr. 4	City Council, Mayor, DCP&D, CHFA, DHA, Denver HBA, Housing Developers, Nonprofits, Denver Board of Realtors, neighborhood and business groups, DH&ND	\$	Pending
8.6	<p>Encourage the development of new affordable housing along public transportation lines.</p> <p><b>Goal Assessment:</b> Successfully advocated for inclusion of this goal in Denver Housing Plan updates slated for adoption in 2009. Will continue to work with RTD to adopt and implement goal with respect to new and existing development in Denver and implement goal with respect to new and exciting development in Denver and neighboring counties.</p> <p><b>Goal Assessment:</b> Denver's \$15 million TOD Fund has been created to acquire property in close proximity to public transportation.</p>	Yrs. 2-4	DDHS, DURA, DHA, DH&ND, RTD, Housing Developers, Colorado Association of Home Builders, Sierra Club, neighborhood and business groups	\$\$\$	Available
8.7	<p>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><b>Goal Assessment:</b> Shelters will be sited only on an as-needed basis during extreme weather conditions and other emergency situations.</p>	Yrs. 3-10	DDHS, Neighborhood Organizations, Service Providers	\$	Available

## COMBINING COMPASSION WITH ACCOUNTABILITY

Not only is ending homelessness possible, it is happening right now. Today, 450 cities, counties, jurisdictions and states have begun implementing plans like Denver's Road Home - plans with measurable goals, objectives and outcomes intended to move us out of the business of managing homelessness and into the routine of ending it. The end result is built upon both compassion and accountability.

We have a long way to go and recognize the challenges that are before us. However, with an 11% decrease in overall homelessness and a 36% reduction in chronic homelessness to date, we believe that we are on track to achieve our Year Five goal of a 75% decrease in chronic homelessness. And by Year Ten, the hope is that as a community we will have changed the face of homelessness in Denver - that from this point on, we will not tolerate having a system where no one who wants access to housing, treatment or employment services has to sleep outside.

**Evaluation** continues to play a key role in advancing Denver's Road Home and ensuring that efforts to end homelessness in Denver are implemented strategically and cost-effectively. Evaluation is an ongoing and evolving process. It demands careful assessment of all aspects of the plan to adequately inform the implementation process regarding what is working and which areas need improvement. We want to ensure that Denver's Road Home remains on track to meet all of its established goals, objectives and outcomes. Additionally, the evaluation process offers a learning opportunity to develop more cost-effective systems that can streamline Denver's homeless service delivery system and make it more efficient.

Outcome data is important and required from all agencies funded through Denver's Road Home. Every activity funded through Denver's Road Home is quantifiable and measurable. While some measures are more process-oriented in nature, there are clearly defined outcomes for every strategy. Evaluation efforts are designed to monitor progress, inform program and service delivery, improve existing systems and ensure that resources generated for this initiative are spent effectively and efficiently.

**Committee Process.** There are four committees and seven workgroups that meet monthly to carry out the goals of the plan and evaluate the outcomes. These committees are Evaluation, Implementation, Community Awareness and Education and Employment. The workgroups provide a forum for organizations and community members to contribute to the process. The commitment of the Homeless Commission is critical to the continued successful implementation of Denver's Road Home.

**Committee meetings are open to the public and up to date meeting schedules can be found online at [www.DenversRoadHome.org](http://www.DenversRoadHome.org)**

**Funding.** To date, through aggressive fundraising strategies with both the foundation community and the private sector, Denver's Road Home has generated the funds needed to implement Years One through Four of the plan. A total of 23 foundations are financially supporting the implementation of this initiative and the Community Appeals Advisory Board, led chaired Donna Boreing of SportsWorx Colorado, is actively engaging the private sector. Additional efforts such as the Mayor's Pajama Party, the Donation Meter Program, and the Mayor's Faith Initiative continue to raise community awareness as well as funds for Denver's Road Home.

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“One of the greatest benefits of Denver's Road Home, aside from funding opportunities, is the enhanced collaboration between shelter providers. We have a much greater understanding of the city's overall capacity to provide emergency shelter on any given night, and when urgent circumstances arise, shelter providers can respond collectively and quickly.”

– Terrell Curtis, Executive Director, The Delores Project

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“Over the past four years, Denver’s Road Home has made significant progress toward ending homelessness in Denver. In the process, it has also created strong collaboration between city, community, foundations and business leaders who are working together to meet the needs of our most vulnerable citizens.”

– Doug Hock, Director of Community & Public Relations for Encana Oil & Gas

**Leverage and Sustainability.** Providing financial leverage is key to facilitating access to public funds. Denver has been successful in raising considerable amounts of matching funds from the private sector and foundations, which makes it a more desirable candidate for public and foundation funding. The success of DRH has contributed to accessing funds because funding is often awarded based on proven outcomes and data. Additionally, Denver leaders have been very successful in illustrating the community’s need for the homeless funding by the fact that the city has a very strategic, cost-effective, and accountable plan in place to ensure grantees that dollars invested in Denver’s Road Home will be well spent. Leverage also allows for the creation of more sustainable homeless programs by ensuring their continuation. This effort calls for a gradual decrease in foundation and private sector support over time, such that 88% of the plan would ultimately be government-funded by Year Seven.

**Regional Collaboration and Economic Stimulus Package.** The American Recovery and Reinvestment Act of 2009 could dramatically change funding projections for the Denver Department of Human Services. Increased funding is proposed for human services, housing and employment training and assistance. In some of these areas increases are remarkable and the Department of Human Services and Denver’s Road Home are working to capitalize on these funding opportunities. In

addition to the economic benefit derived from the massive influx of public works projects, the legislation begins to reconstruct the social Safety Net. Safety Net investments can address the increased need for services and remedy short fall in existing revenues.

Despite a challenging economic climate, Colorado is in a unique position to advance efforts and respond to the growing needs of the homeless thru regional collaboration. The MDHI Point-in-Time study demonstrates that homelessness impacts Colorado both in its urban centers and rural communities. Governor Ritter convened a State Interagency Council on Homelessness in 2007 to urge a more regional response to homelessness.

To date, Jefferson County, Colorado Springs, Boulder and Fort Collins are in various stages of introducing and/or implementing a ten-year plan to end homelessness.

As the American Recovery and Reinvestment Act (ARRA) is introduced into our communities, there is an unprecedented opportunity in Colorado to weave together issues related to affordable housing, the environment, labor and economic development to forge a more collaborative response to some of our most vulnerable and at-risk members of our community. Such a response is necessary and the smart thing to do, as there is evidence that ending homelessness ultimately saves taxpayer money.

“The power to transform lives involves passion, commitment and collaboration. Even more importantly, it involves having a clear and concise strategy to achieve the desired results. Denver’s Road Home delivers the roadmap, the people of Denver deliver the results.”

– Tami Door, President & CEO of Downtown Denver Partnership



## THE WORD FROM THE STREETS... PROGRESS AND IMPACT

**The Fourth Annual Mayor's Pajama Party.** At the City's 4th Annual Pajama Party in 2009, downtown businesses and the community-at-large raised an unprecedented \$500,000 in one night for Denver's Road Home. The money - which includes a matching gift from the Morgridge Family Foundation - is more than three times the amount raised at any previous Pajama Party fundraiser. 14 hotels and restaurants donated a portion of their revenue for the night of the event toward Denver's Road Home, including 1876 in the Grand Hyatt, Annie's Café, The Brown Palace Hotel & Spa, Courtyard Denver Downtown, Harry's Bar at the Magnolia Hotel, Hyatt Denver Convention Center, Marriott Denver City Center, Mona's Restaurant, The Oxford Hotel, Residence Inn Denver City Center, Ritz Carlton, Sam's No. 3, Sheraton at Denver Downtown, and Westin Tabor Center.

**The Fourth Annual Faith Luncheon.** The Mayor's Interfaith Clergy Council hosted the 4th Annual Faith Luncheon in 2009 for over 400 faith and community leaders, 50 personal mentor volunteers and a host of interested and concerned citizens of Colorado. Professor Liyakatali Takim of the University of Denver initiated the event with the invocation, which was followed by a video presentation displaying the real faces of homelessness and need of our community due to homelessness and economic hardship. Mayor Hickenlooper served as the keynote speaker for the event. As a result of the luncheon this year, over 30 pledge cards of commitment to join the fight and approximately \$1,000 was donated at the donation station for first month's rent and security deposit for homeless families.

**Project Homeless Connect 7.** This year Denver's Road Home hosted its 7th Project Homeless Connect at the University of Denver. This event was a collaboration involving the faculty, staff and students of the University of Denver, the Mile High United Way and Denver's Road Home. The event connected approximately 800 volunteers with over 500 homeless clients and provided the homelessness with direct and immediate access to services such as housing application, food stamps, employment, ID's and legal services.

**Donation Meter Program.** The donation meter program is designed to increase awareness about Denver's Ten Year Plan and to redirect money given to panhandlers into initiatives that provide meals, job training, substance abuse counseling, housing and other programs for those in need. The project was launched in the spring of 2007 and there are now 86 meters online downtown that are collecting change for the project. In November 2007 an additional 10 meters were placed at Denver International Airport. The project is generating approximately \$100,000 in revenue annually for Denver's Road Home. One hundred percent of the money collected go through the Mile High United Way and back out to homeless providers involved with Denver's Road Home. Public Works manages the coin collection, Alumni of Leadership Denver manage the meter sponsorship and OZ Architecture and rabble+rouser provide design support for the project allowing DRH to operate this initiative at virtually no cost to the initiative.

**Family and Senior Homeless Initiative.** Since FSHI's inception, the faith community has assisted 560 homeless families and seniors into housing with mentoring and financial sponsorship. We are at nearly 60% of the goal in 40% of the time. Due to such a great response from the faith community, the Mayor has raised his goal for the faith community to embrace 1500 homeless families by 2015. 250 congregations have participated thus far with 85% of assisted families maintaining housing one year later.



## HOUSING PIPELINE

Through the end of Year Six of Denver’s Road Home over 1750 permanent and transitional housing units are projected to be developed. This is based on forecasts for housing units needed to meet the demand of households experiencing homelessness.




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“The magnitude of the One Congregation One Family Initiative is beyond our dreams. Key leaders of all faiths have come together and made a huge difference in the community. There are at least a million people in the Denver metro area who are ‘faith-based’ and having trained 2000 mentoring volunteers from this group we are witnessing a great move of volunteerism in helping the homeless. All of us on the Mayor’s Clergy Council are privileged and honored to be a part of the Mayor’s Initiative.”

– Don Reeverts  
Mayor’s Clergy Council, Chair

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## APPENDIX A: ACRONYMS

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



## APPRECIATION

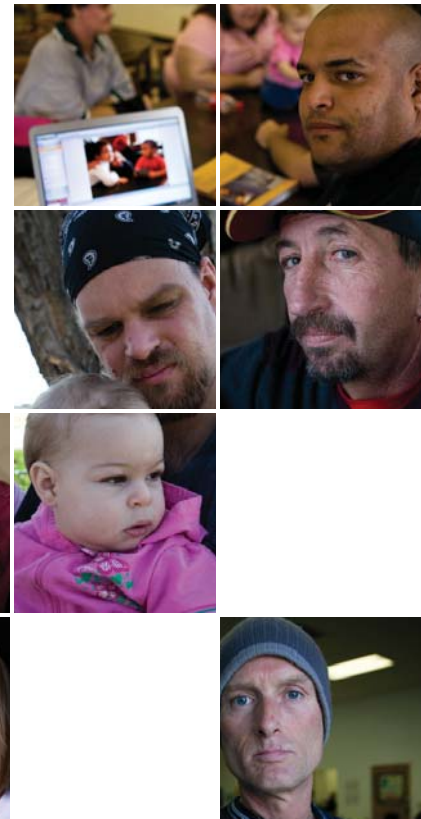
THIS DOCUMENT WAS RESEARCHED AND ASSEMBLED THROUGH THE EXTRAORDINARY COMMITMENT OF MELANIE LEWIS. MS. LEWIS IS A SUMMA CUM LAUDE GRADUATE FROM MISSISSIPPI STATE UNIVERSITY WITH A BACHELOR OF ARTS IN POLITICAL SCIENCE. SHE IS CURRENTLY AN MPA CANDIDATE AT THE UNIVERSITY OF COLORADO AT DENVER, A MAYORAL INTERN FOR DENVER'S ROAD HOME, AND CITY COUNCIL INTERN FOR COUNCILMAN DOUG LINKHART, DENVER CITY COUNCILMAN-AT-LARGE.

Thank you to rabble+rouser for their creative, innovative, outside-the-box thinking and 160 hours of pro bono support they contributed to help us continue to tell the story and educate the public about Denver's Road Home.

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# 2011

## DENVER'S TEN YEAR PLAN TO END HOMELESSNESS

NEXT UPDATE EXPECTED: JULY 2011

