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# All In Mile High Budget Update & Appropriation Actions

Department of Housing Stability & Department of Finance

June 18, 2024

# Presentation Overview

- Updates on impact of All In Mile High
- Final budget numbers for FY23, FY24 spend, FY25 projections
- Expenditure details
- Requested appropriation actions

# Improved Approach to Addressing Unsheltered Homelessness

- Bringing people indoors to safety who otherwise may not access shelter
- Focus on encampment resolution and moving people indoors
- Aligning to United States Interagency Council on Homelessness (USICH) federal best practices for addressing encampments humanely and effectively

*“While we have a long way to go to end and prevent homelessness, Denver is showing the nation that homelessness is solvable—especially when we treat people experiencing it with the respect and dignity that they deserve.”*

— Jeff Olivet, Executive Director, U.S. Interagency Council on Homelessness

*“At Community Solutions we understand that homelessness is solvable...I’m grateful to the entire Denver community for the way in which you have courageously taken up this mantle and embarked upon the path of ending unsheltered homelessness in your community.”*

— Rosanne Haggerty, President, Community Solutions

*“I applaud the energy and effort to address homelessness this first year, and I’m confident that the next year will be even better.”*

— Donald Burnes, Co-Founder, The Burnes Institute for Poverty Research at the Colorado Center on Law and Policy



## Transforming Lives of Those Experiencing Unsheltered Homelessness

“I found humanity here.”

- Christina, [Elati Micro-Community](#)

“It’s crippling being out there and not knowing what to do, especially for single women. This kind of opportunity is an incredible blessing and such a big help.”

- Tracy, part of first encampment resolution and now permanently housed

# Transforming our Unsheltered Response

Increased Non-congregate Capacity: ↑249%‡

Couples: ↑

Pets: ↑

Increased Public Safety

911 Calls to encampments: ↓36%‡‡

311 Calls to encampments: ↓50%

Increased Permanent Housing Outcomes Systemwide: ↑31%

All time ranges are January 1, 2024 – May 31, 2024 unless otherwise noted:

‡ June 2023 to June 2024

‡‡ 911 calls to encampments measured in the 30 days prior to a resolution and the 30 days post resolution



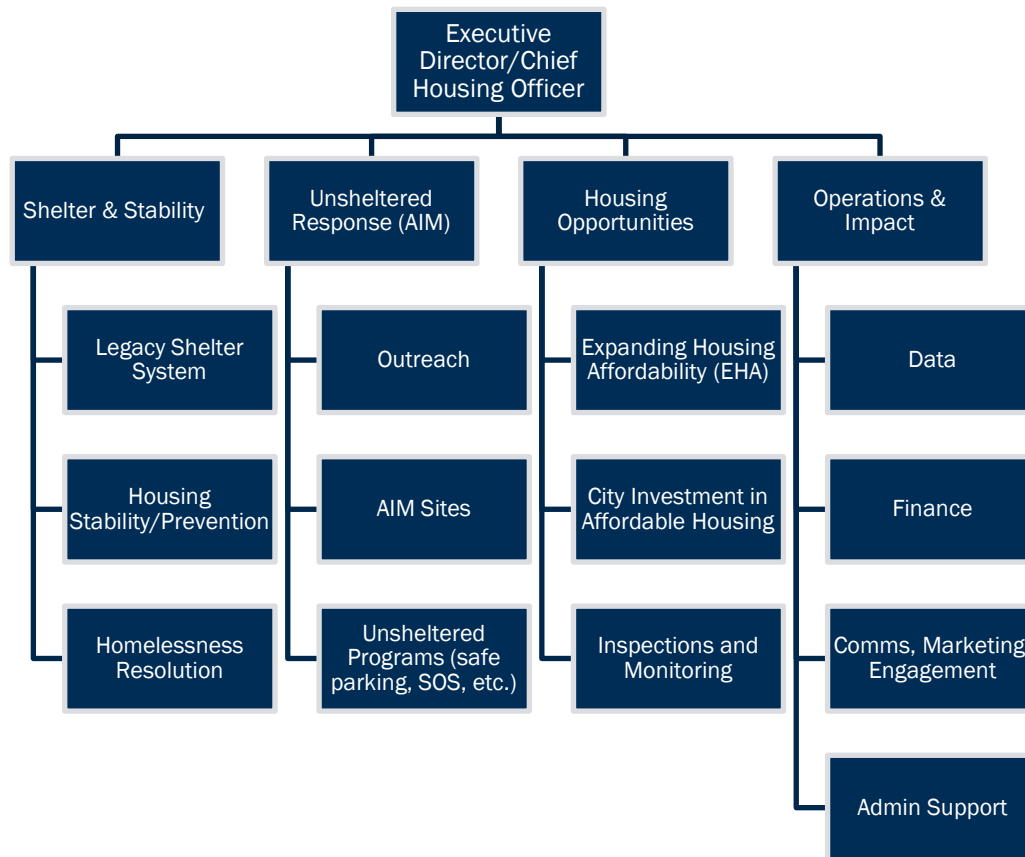
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# Budget Overview & Forecast

2023-2025

# HOST Organizational Chart

Divisions with Functional  
Descriptions



# 2023 Spending Update

- Total 2023 Spending: \$13.1 M
  - Note: This is an increase from the previously reported 2023 total, due to year-end accruals that **posted after** our last Council presentation primarily related to micro-community site prep, pallet shelters, and hotel operating costs
- Under-spend in 2023 compared to projection

\* Does not include Tamarac Family Shelter

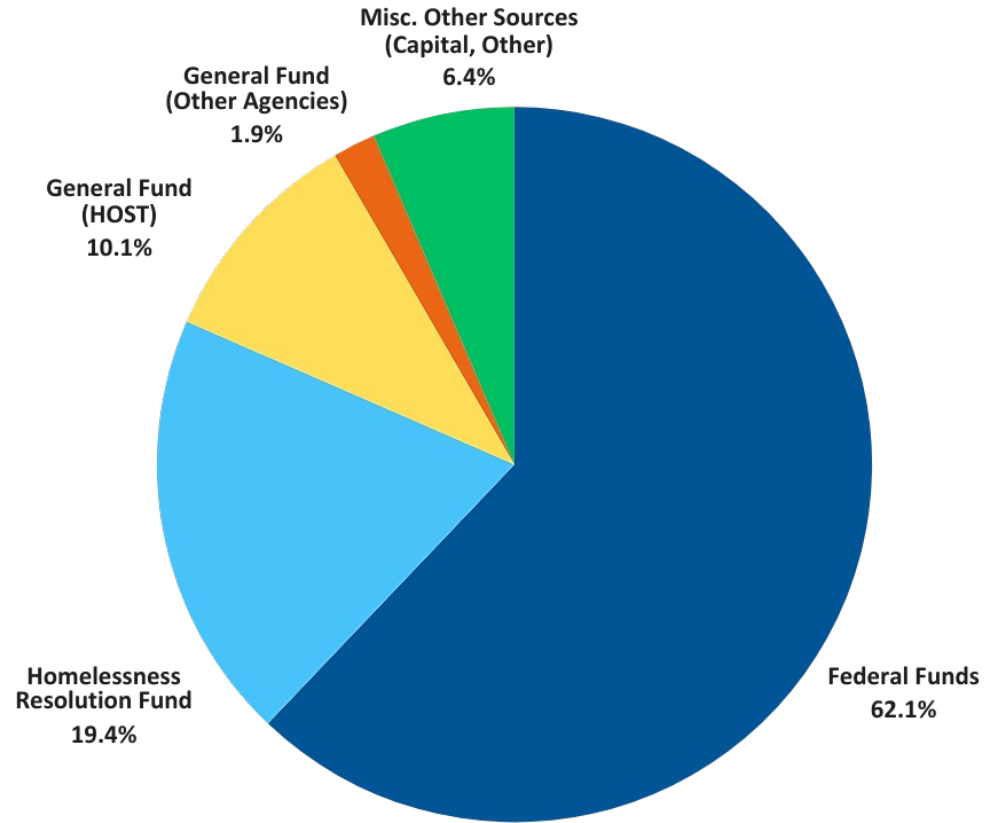


# 2023-2024 Spending Update

- **\$48M** was budgeted in 2023, **\$39M** approved in 2024 budget
- **\$56.3 M** was spent through the All In Mile High Initiative between July 18, 2023, and May 9, 2024.
  - **\$41.8 M** was spent on one-time costs such as hotel acquisition and micro-community site preparation.
  - **\$14.5 M** was spent on recurring costs from 2023 and 2024.

\* Does not include Tamarac Family Shelter

# Summary of Funding Sources 2023 & 2024





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# One-Time and Recurring Costs and Projections

Breakdown of FY24 Budget

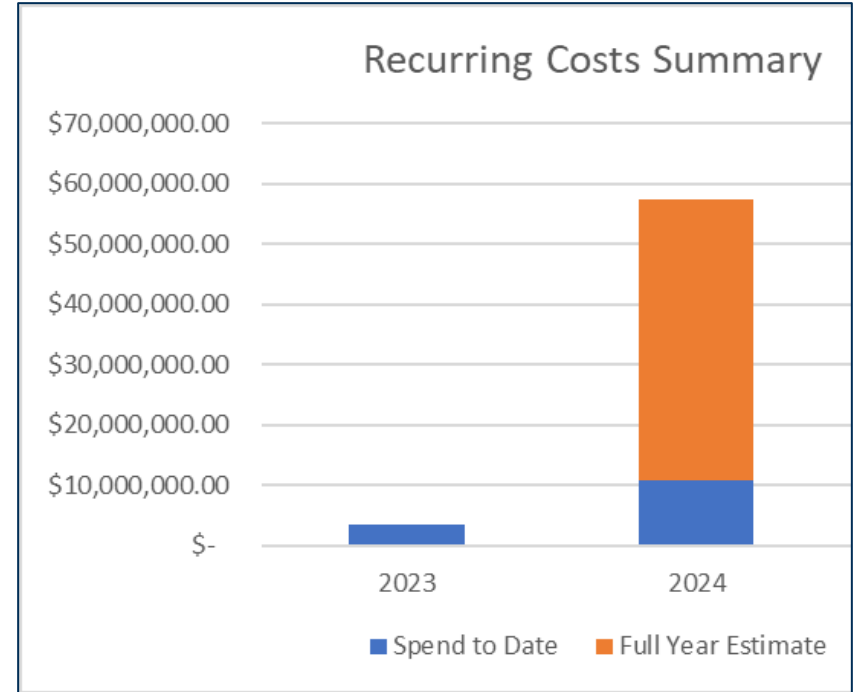
# 2024 Recurring Costs

FY: 2024

- **\$10.8 M** spent as of May 9

FY: 2024/2025

- Established ongoing programmatic cost of estimated **\$57.5 M**



\* Does not include Tamarac Family Shelter

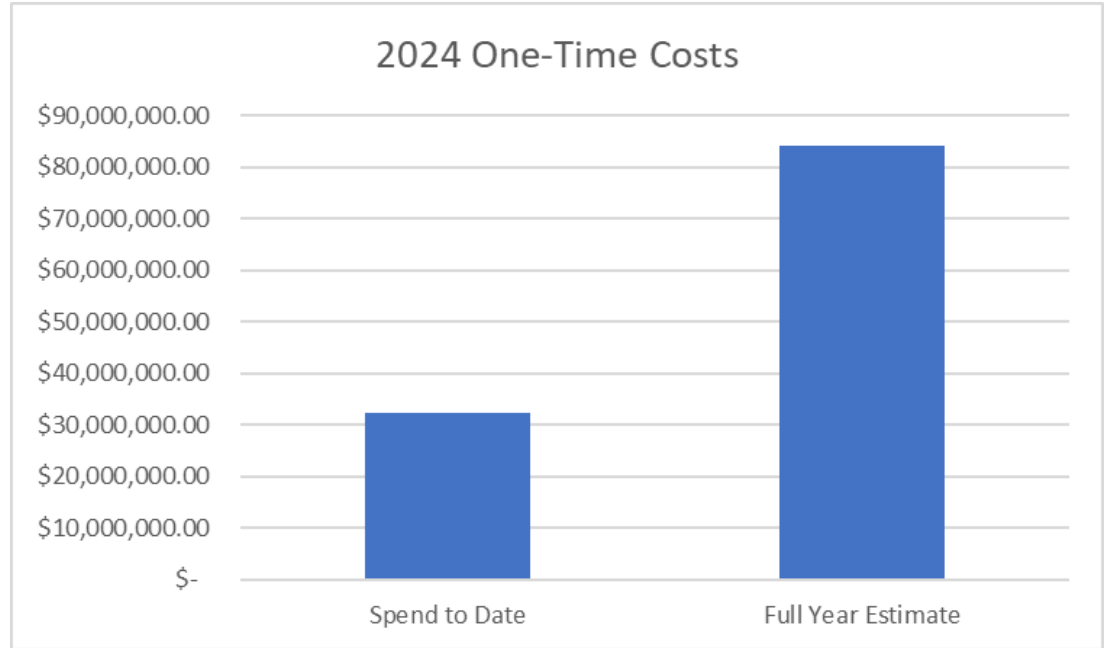
# 2024 One-Time Costs

FY: 2024 One-Time

- **\$32.3 M** spent as of May 9

FY: 2024 One-Time

- Full year estimate **\$84.1 M**
- 86% will be funded through one-time federal funds



\* Does not include Embassy Suites purchase

# 2025 Anticipated All In Mile High Budget

- Estimate \$57.5 M per year in carrying costs
- Serving 2,000 people annually
- Per person cost of approx. \$28,750 @ 2,000 people served annually including services, temporary housing, wraparound supports
  - Congregate shelter bed/year: \$30,000-\$36,000 average
  - Remaining outdoors: Up to \$50,000 depending on need, chronicity, disability



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# Expenditure Details

## 2023 & 2024

### Actual & Anticipated

# 2023 & 2024 Expenses | Hotels

| Description              | Type of Expenditure                           | 2023 Est.    | 2023 Actual* | 2024 YTD Spend | 2024 Planned | 2024 Total (Est.) | 2023 & 2024 Funding Source                     |
|--------------------------|-----------------------------------------------|--------------|--------------|----------------|--------------|-------------------|------------------------------------------------|
| Best Western             | Purchase                                      | \$16,108,392 | \$5,936      | \$15,700,000   | --           | \$15,700,000      | American Rescue Plan Act (ARPA)                |
| Best Western             | Operating Contract (The Salvation Army)       | \$916,000    | \$376,179    | \$1,062,108    | \$3,627,678  | \$4,689,786       | HOST GF                                        |
| Best Western             | Repairs and Maintenance                       | \$2,800,000  | \$181,566    | \$135,379      | \$1,700,000  | \$1,835,379       | ARPA                                           |
| Best Western             | Technology                                    | \$180,400    | \$57,971     | \$0            | \$12,610     | \$12,610          | Existing Resources                             |
| Double Tree              | Lease Agreement                               | \$200,000    | \$94,444     | \$416,667      | \$250,000    | \$666,667         | ARPA/Grant                                     |
| Double Tree              | Operating Contract (The Salvation Army)       | \$968,724    | \$211,073    | \$875,210      | \$8,196,620  | \$9,071,830       | Homeless Resolution Fund (HRF) and State Grant |
| Double Tree              | Purchase                                      | \$0          | \$0          | \$0            | \$42,238,889 | \$42,238,889      | ARPA/Grant                                     |
| Double Tree              | Repairs and Maintenance                       | \$250,000    | \$2,550      | \$76,400       | \$600,000    | \$676,400         | ARPA                                           |
| Double Tree              | Technology                                    | \$282,000    | \$39,348     | \$239,564      | \$507,833    | \$747,397         | ARPA                                           |
| Comfort Inn and Radisson | Lease Agreement                               | \$255,840    | \$343,200    | \$5,228,380    | \$10,330,620 | \$15,559,000      | ARPA, HRF                                      |
| Comfort Inn and Radisson | Operating Contract (Saint Francis and Bayaud) | \$250,306    | \$41,358     | \$642,339      | \$4,490,807  | \$5,133,146       | HRF                                            |
| Comfort Inn and Radisson | Repairs and Maintenance                       |              |              | \$660,527      | \$1,039,173  | \$1,700,000       | TBD                                            |
| All Hotels               | Utilities                                     |              |              | \$278,902      | \$921,098    | \$1,200,000       | TBD                                            |
| All Hotels               | Security                                      |              |              |                | \$3,000,000  | \$3,000,000       | ARPA                                           |



# 2023 & 2024 Expenses | Micro-communities

| Description                 | Type of Expenditure                                                                           | 2023 Est.    | 2023 Actual | 2024 YTD Spend | 2024 Planned | 2024 Total (Est.) | 2023 & 2024 Funding Source                                |
|-----------------------------|-----------------------------------------------------------------------------------------------|--------------|-------------|----------------|--------------|-------------------|-----------------------------------------------------------|
| Micro-communities (23-1106) | Purchase of pallets                                                                           | \$3,000,000  | \$2,198,297 | \$1,084,509    | \$0          | \$1,084,509       | COVID Special Revenue Fund (SRF) → HOST General Fund (GF) |
| Micro-communities (23-1441) | Purchase of MSUs                                                                              | \$3,230,910  | \$0         | \$3,354,126    | \$0          | \$3,354,126       | ARPA and COVID SRF → HOST GF                              |
| Micro-communities           | Operating and Service Contracts (Bayaud, Colorado Village Collaborative, The Gathering Place) | \$360,169    | \$54,737    | \$333,462      | \$5,621,407  | \$5,954,869       | ARPA, HOST GF, COVID SRF → HOST GF                        |
| Micro-communities (23-1746) | Purchase Community Centers                                                                    | \$1,650,000  | \$440,104   | \$1,212,598    | \$3,600      | \$1,216,198       | ARPA and COVID SRF → HOST GF                              |
| Micro-communities           | Site Prep                                                                                     | \$10,609,502 | \$6,315,100 | \$9,635,550    | \$2,000,000  | \$11,635,550      | ARPA, CIP, GF                                             |
| Micro-communities           | Pre-Operations Security                                                                       | \$86,000     | \$224,896   | \$86,871       | \$20,842     | \$107,713         | ARPA, HRF, GF                                             |
| Micro-communities           | Technology                                                                                    |              | \$153,616   | \$311,615      | \$25,356     | \$336,971         | ARPA, HRF, TS                                             |
| Micro-communities           | Meals                                                                                         |              |             | \$226,209      | \$1,509,776  | \$1,735,985       | GF                                                        |
| Micro-communities           | Healthcare                                                                                    |              |             | \$42,142       | \$808,593    | \$850,736         | ARPA, GF                                                  |

# 2023 & 2024 Expenses | Miscellaneous

| Description                  | Type of Expenditure | 2023 Est.   | 2023 Actual | 2024 YTD Spend | 2024 Planned | 2024 Total (Est.) | 2023 & 2024 Funding Source                                              |
|------------------------------|---------------------|-------------|-------------|----------------|--------------|-------------------|-------------------------------------------------------------------------|
| Leased Units/Rapid Rehousing | Operating Contract  | \$4,000,000 | \$43,094    | \$129,763      | \$3,870,237  | \$4,000,000       | HRF                                                                     |
| Street to Lease Program      | Contract            | \$5,000,000 | 0           | 0              | \$1,500,000  | \$1,500,000       | ARPA                                                                    |
| Landlord engagement          | Contract            |             | \$64,044    | \$84,233       | \$721,722    | \$805,955         | ARPA                                                                    |
| State Voucher Match          | Grant               |             |             |                | \$1,494,000  | \$1,494,000       |                                                                         |
| Encampment Resolution/Other  | Contract            | \$1,118,626 | \$2,285,798 | \$1,396,814    | \$2,520,380  | \$3,917,193       | ARPA, HOST GF, Denver Department of Public Health and Environment, etc. |

# Service Contracts Serving All In Mile High (AIMH)

| Vendor                                                                      | Maximum Contract Amount | Date                   | Purpose                                                                                        | Spent to Date |
|-----------------------------------------------------------------------------|-------------------------|------------------------|------------------------------------------------------------------------------------------------|---------------|
| The Salvation Army<br>(Double Tree: <a href="#">23-1751</a> )               | \$10,090,903            | 12-1-2023 - 12-31-2024 | management and oversight of the non-congregate shelter located at 4040 Quebec Street           | \$1,561,867   |
| The Salvation Army<br>(All MC Sites: <a href="#">23-1798</a> )              | \$1,735,985             | 12-1-2023 - 12-31-2024 | for meals to be provided at micro-community sites                                              | \$226,209     |
| The Salvation Army<br>(Former Best Western: <a href="#">23-1319</a> )       | \$3,770,427*            | 2-1-2022 – 12-31-2024  | to support operational and programmatic activities of non-congregate shelter at New Directions | \$1,438,287   |
| The Salvation Army<br>( <a href="#">23-1529</a> )                           | \$4,000,000             | 10-1-2023 – 03-31-2025 | To support rapid rehousing and ongoing case management needs for people exiting AIM sites      | \$129,000     |
| Bayaud Enterprises, Inc.<br>(Radisson: <a href="#">23-1924</a> )            | \$2,074,504             | 12-15-2023 – 6-15-2024 | to fund the operational and programmatic services for a 200-unit Non-Congregate Shelter        | \$450,745     |
| Bayaud Enterprises, Inc.<br>(Stay Inn MC: <a href="#">23-1748</a> )         | \$2,308,927             | 12-1-2023 - 12-31-2024 | to provide site operations and client support and management for a micro-community site        | \$332,846     |
| The Colorado Village Collaborative<br>(La Paz MC: <a href="#">23-1753</a> ) | \$2,249,537             | 12-1-2023 - 12-31-2024 | to provide operations and services at a 60-unit micro community site                           | \$363,861     |

\*this amount only the funding for Best Western, the full contract amendment also funded Roadway

# Service Contracts Serving AIMH Cont.

| Vendor                                                                                     | Maximum Contract Amount | Date                    | Purpose                                                                                                                                                                                                                | Spent to Date |
|--------------------------------------------------------------------------------------------|-------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| The Gathering Place: A Refuge for Rebuilding Lives<br>(Elati MC: <a href="#">23-1768</a> ) | \$1,451,142             | 12-1-2023 - 12-31-2024  | to provide site operations and client support and management for a micro-community site                                                                                                                                | \$88,043      |
| The Colorado Coalition for the Homeless<br>(All AIMH Sites: <a href="#">23-1752</a> )      | \$850,736.00            | 12-1-2023 - 12-31-2024  | To provide mental, physical, and behavioral health support to micro communities and non-congregate shelters supporting those experiencing homelessness                                                                 | \$42,142      |
| Denver Street Outreach Collaborative<br>( <a href="#">23-1672</a> )                        | \$8,811,044             | 01/21/2021- 12/31/2024  | To provide street outreach services to individuals living unsheltered city-wide.                                                                                                                                       | \$727,107     |
| The St. Francis Center<br>(Comfort Inn: <a href="#">23-1925</a> )                          | \$3,100,000.00          | 12-15-2023 – 12-31-2024 | To fund the operational and programmatic services for a 136-unit Non-Congregate Shelter                                                                                                                                | \$639,571     |
| Housing Connector<br>( <a href="#">24-0676</a> )                                           | \$5,000,000             | 5-31-2024 - 5-31-2026   | To provide housing navigation and lease up coordination, while also distributing time-limited move-in financial assistance and rental subsidies for 250 households transitioning from encampments to permanent housing | \$0           |

# Goods & Real Estate Contracts Serving AIMH

\*This list represents all goods and real estate contracts approved by Council to date.

| Vendor                                                                                                     | Maximum Contract Amount | Date                             | Purpose                                                                                                                                                                                                                                                                                                                         | Spent to Date |
|------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Pallet PBC<br>(Micro Communities) ( <a href="#">23-1106</a> )                                              | \$7,000,000             | Execution through 8-31-2025      | for the purchase of shelters to support getting people experiencing unsheltered homelessness safety indoors                                                                                                                                                                                                                     | \$3,282,806   |
| Satellite Shelters, Inc.<br>(Micro Communities) ( <a href="#">23-1746</a> )                                | \$4,250,000             | 11-1-2023 - 12-31-2024           | for the purchase of manufactured modular community buildings                                                                                                                                                                                                                                                                    | \$1,652,702   |
| Central Lodging, LLC<br>(Radisson) ( <a href="#">23-1927</a> )                                             | \$5,381,000             | 12-20-2023 - 12-19-2024          | to lease 4849 Bannock Street as a non-congregate shelter for individuals and couples experiencing homelessness                                                                                                                                                                                                                  | \$4,356,000   |
| Quebec Hospitality, LLC<br>(Comfort Inn) ( <a href="#">23-0079</a> )                                       | \$5,840,700             | 02-01-2023 – 05-24-2024          | To lease 4685 Quebec Street as a non-congregate shelter for individuals and couples experiencing homelessness                                                                                                                                                                                                                   | \$5,540,000   |
| Clayton Properties Group, Inc.<br>(Micro Communities) ( <a href="#">23-1441</a> )                          | \$6,000,000             | 10-30-2023 - 8-31-2024           | for the purchase of manufactured sleeping units                                                                                                                                                                                                                                                                                 | \$3,354,126   |
| 4040 Quebec LLC<br>(Double Tree) ( <a href="#">23-1490</a> )                                               | \$1,250,000             | 12 months from Date of Execution | for the lease (including purchase agreement) of a 300-room hotel to help meet the goals of the House 1000 Homelessness Initiative                                                                                                                                                                                               | \$511,111     |
| Housing Authority of the City and County of Denver, Colorado<br>(Best Western) ( <a href="#">23-1199</a> ) | \$15,700,000            | 10-1-2023 – 9-30-2122            | a funding agreement to the Housing Authority of the City and County of Denver, Colorado for \$15,700,000 and ending 9-30-2122 to finance the bridge financing on a 194-unit hotel known as Best Western to be operated as non-congregate shelter until it is converted to supportive housing to be rented at affordable prices. | \$15,700,000  |



# Requested Appropriation Actions

# Additional 2024 Funding Needs

| Program              | Estimated Amount | Purpose                                       |
|----------------------|------------------|-----------------------------------------------|
| Facility Costs       | \$5,753,600      | Lease for Radisson, DT technology (video)     |
| Facility Maintenance | \$3,400,000      | Repairs and maintenance, roof & boiler (BW)   |
| Operations           | \$5,725,000      | Site Security, Operating Agreement, Utilities |
| Contingency          | \$2,121,400      | Contingency for program                       |
| Total                | \$17,000,000     | Full funding                                  |

# Requested City Council Action

## ARPA Amendment

- BR 24-0802 - American Rescue Plan Act (ARPA) Allocations - Interest Earnings Allocation of \$2M for Security Needs and Reallocate \$1.5M ARPA dollars

## FEMA Appropriation

- BR 24-0804 – Federal Emergency Management Agency Appropriations of \$6.4M in the HRF for COVID-related reimbursements

## Cash Transfer

- BR 24-0803– Cash Transfer and appropriation of \$7M in the General Fund





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# Questions?



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# Appendix

| Past HOST Expenditures by Year and Category (2022-2024)   | Total Budget         |                       |                      | AHF                 |                     |                     | HRF                 |                     |                     | General Fund, Federal Grants, & Other Funds |                      |                      |
|-----------------------------------------------------------|----------------------|-----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------------|----------------------|----------------------|
|                                                           | 2022                 | 2023                  | 2024                 | 2022                | 2023                | 2024                | 2022                | 2023                | 2024                | 2022                                        | 2023                 | 2024                 |
| Unit Development and Preservation: HOST Direct Investment | \$ 47,741,461        | \$ 79,982,728         | \$ 69,123,290        | \$ 5,666,557        | \$28,848,411        | \$25,425,460        | \$12,162,500        | \$10,050,000        | \$5,561,897         | \$29,912,404                                | \$41,084,317         | \$38,135,933         |
| Unit Development and Preservation: DHA Payment for D3     | \$ 8,953,160         | \$ 8,937,000          | \$ 9,692,048         | \$ 8,953,160        | 8,937,000           | \$9,692,048         | \$ -                | \$ -                | \$ -                | \$ -                                        | \$ -                 | \$ -                 |
| Housing Assistance                                        | \$ 9,619,298         | \$ 42,143,789         | \$ 56,232,318        | \$ 3,800,000        | \$6,000,000         | \$5,883,882         | \$5,416,000         | \$ 6,200,000        | \$5,524,124         | \$ 403,298                                  | \$29,943,789         | \$44,824,312         |
| <b>Shelter and Services</b>                               | <b>\$ 64,903,579</b> | <b>\$ 101,068,382</b> | <b>\$ 96,107,058</b> | <b>\$ 2,200,000</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$21,165,177</b> | <b>\$30,482,457</b> | <b>\$38,465,441</b> | <b>\$41,538,402</b>                         | <b>\$70,585,925</b>  | <b>\$57,641,617</b>  |
| Administration                                            | \$ 7,363,568         | \$ 17,347,968         | \$ 16,626,861        | \$ 1,313,441        | \$ 2,917,410        | \$ 1,658,001        | \$2,200,000         | \$2,200,000         | \$2,578,654         | \$3,850,127                                 | \$12,230,558         | \$12,390,206         |
| <b>Total</b>                                              | <b>\$138,581,066</b> | <b>\$249,479,867</b>  | <b>\$247,781,575</b> | <b>\$21,933,158</b> | <b>\$46,702,821</b> | <b>\$42,659,391</b> | <b>\$40,943,677</b> | <b>\$48,932,457</b> | <b>\$52,130,116</b> | <b>\$75,704,231</b>                         | <b>\$153,844,589</b> | <b>\$152,992,068</b> |

# Transforming Denver's Neighborhoods

- Data from Downtown Denver Partnership shows *downtown visits* among Denverites *are up nearly 30%* year over year.
- "In the past 6 months, we've seen the elimination of large encampments and we've seen a reduction in the amount of homelessness in the Ballpark Neighborhood. I believe these changes are very positive for City of Denver and its residents and I appreciate Mayor Johnston's focus on these issues."  
-Brian Dunn, Founder of Great Divide Brewing Company
- "I have noticed significant improvements this year as a result of Mayor Johnston's housing strategy. We host tens of thousands of visitors every year and are grateful."  
-Ed Blair, General Manager of the Crawford and Oxford hotels



# Transforming Denver's Neighborhoods

"We have noticed a dramatic impact from House1000. The streets have been far more welcoming. The neighborhood has just dramatically improved."

Marti Page  
Asterisk Denver

"I've seen a tremendous transformation in just the last six months, both as a function of the walkability of how the streets feel, but more importantly, the optimism in the air, and how everyone else feels about really trying to reinvest in their businesses, come downtown, and create what we all appreciate which is a vibrant, Downtown Denver."

Chris Payne  
Riverside Investment & Development

"We have noticed a significant decrease in the amount of homelessness in our neighborhood and around our restaurant."

Jonathan Tejada  
Taco Bron

"We love doing business in Ballpark, and we can do it with more freedom right now since we're not dealing with safety and security. It's also making it a lot easier to recruit new hires to come down and work and participate in all things Ballpark."

Lisa Franz  
Frank's Gentlemen's Salon

# Real Estate, Services, and Outcomes for the Tamarac Family Shelter

| Vendor                         | Maximum Contract Amount | Date                    | Purpose                                                                                                    | Spent to Date                           |
|--------------------------------|-------------------------|-------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| Embassy Suites Lease           | \$1,250,000             | 11-27-2023 - 11-27-2024 | for the lease of a 300-room hotel to help meet the goals of the House 1000 Homelessness Initiative         | \$2,847,581                             |
| Embassy Suites Purchase (COPs) | \$30,900,000            | N/A                     | purchase of real estate                                                                                    | Funded by Certificates of Participation |
| The Salvation Army             | \$8,006,556             | 2/1/2024 - 12/31/2024   | to fund the operational and programmatic services for a 205-unit Non-Congregate Shelter Hotel for families | Fully Executed on 6/3/2024              |

| 2024 Households Served   | 2024 HH Permanently/Stably Housed |
|--------------------------|-----------------------------------|
| 261 Households (978 ppl) | 86 Households (352 ppl)           |
| Through 5/31/2024        |                                   |

\*Note The Tamarac is not considered an All In Mile High Program. Outcomes are not reflected on the public dashboard.

# Service Contract Success Criterion

- Performance against contracted Housing and Services Outputs and Outcomes
- Performance against contracted site operations measures including cleanliness, upkeep, and site safety measures. These items are discussed weekly with the Department of Finance's Real Estate Division and General Services, and monthly with contractors.
- Quarterly review of data and spending through site visits

# Exited to Permanent Housing by Program Type

|                          | July 1, 2021 -<br>May 31, 2022 | July 1, 2022 -<br>May 31, 2023 | July 1, 2023 -<br>May 31, 2024 |
|--------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Emergency Shelter</b> | 923                            | 1,020                          | 1,697                          |
| <b>Outreach</b>          |                                |                                |                                |
| Traditional Outreach     | 203                            | 286                            | 757                            |
| Safe Outdoor Space       | 42                             | 91                             | 39                             |
| Safe Parking             | 2                              | 6                              | 6                              |
| <b>All Programs</b>      | <b>2,084</b>                   | <b>2,916</b>                   | <b>3,818</b>                   |



# 2023 Adjustments

| Description                  | Type of Expenditure             | 2023 Est.           | 2023 Actual         | 2023 Actual - Presented to CC | Difference         |
|------------------------------|---------------------------------|---------------------|---------------------|-------------------------------|--------------------|
| Best Western                 | Purchase                        | \$16,108,392        | \$5,936.00          | \$0.00                        | \$5,936.00         |
| Best Western                 | Operating Contract              | \$916,000           | \$376,179           | \$181,566                     | \$194,613          |
| Best Western                 | Repairs and Maintenance         | \$2,800,000         | \$181,566           | \$0                           | \$181,566          |
| Best Western                 | Technology                      | \$180,400           | \$57,971            | \$0                           | \$57,971           |
| Double Tree                  | Lease Agreement                 | \$200,000           | \$94,444            | \$0                           | \$94,444           |
| Double Tree                  | Operating Contract              | \$968,724           | \$211,073           | \$0                           | \$211,073          |
| Double Tree                  | Repairs and Maintenance         | \$250,000           | \$2,550             | \$35,281                      | (\$32,731)         |
| Double Tree                  | Technology                      | \$282,000           | \$39,348            | \$0                           | \$39,348           |
| Additional Hotels            | Lease Agreement                 | \$255,840           | \$343,200           | \$2,300,000                   | (\$1,956,800)      |
| Additional Hotels            | Operating Contract              | \$250,306           | \$41,358            | \$0                           | \$41,358           |
| Micro-communities            | Purchase of pallets             | \$3,000,000         | \$2,198,297         | \$1,214,057                   | \$984,240          |
| Micro-communities            | Purchase of MSUs                | \$3,230,910         | \$0                 | \$0                           | \$0                |
| Micro-communities            | Operating and Service Contracts | \$360,169           | \$54,737            | \$54,737                      | \$0                |
| Micro-communities            | Purchase Community Centers      | \$1,650,000         | \$440,104           | \$440,104                     | \$0                |
| Micro-communities            | Site Prep                       | \$10,609,502        | \$6,315,100         | \$4,496,678                   | \$1,818,422        |
| Micro-communities            | Pre-Operations Security         | \$86,000            | \$224,896           | \$34,026                      | \$190,870          |
| Micro-communities            | Technology                      |                     | \$153,616           | \$173,117                     | (\$19,501)         |
| Leased Units/Rapid Rehousing | Operating Contract              | \$4,000,000         | \$43,094            | \$0                           | \$43,094           |
| Street to Leased Program     | Operating Contract              | \$5,000,000         | \$0                 | \$0                           | \$0                |
| Landlord eng.                | Contract                        | \$430,000           | \$64,044            | \$0                           | \$64,044           |
| DSOC                         | Contract                        |                     | \$1,186,763         | \$0                           | \$1,186,763        |
| Encamp. Resolution/Other     | Other Support                   | \$1,118,626         | \$1,099,035         | \$1,376,831                   | (\$277,796)        |
|                              | <b>TOTAL</b>                    | <b>\$51,696,869</b> | <b>\$13,133,311</b> | <b>\$10,306,397</b>           | <b>\$2,826,914</b> |