

# Department of Housing Stability

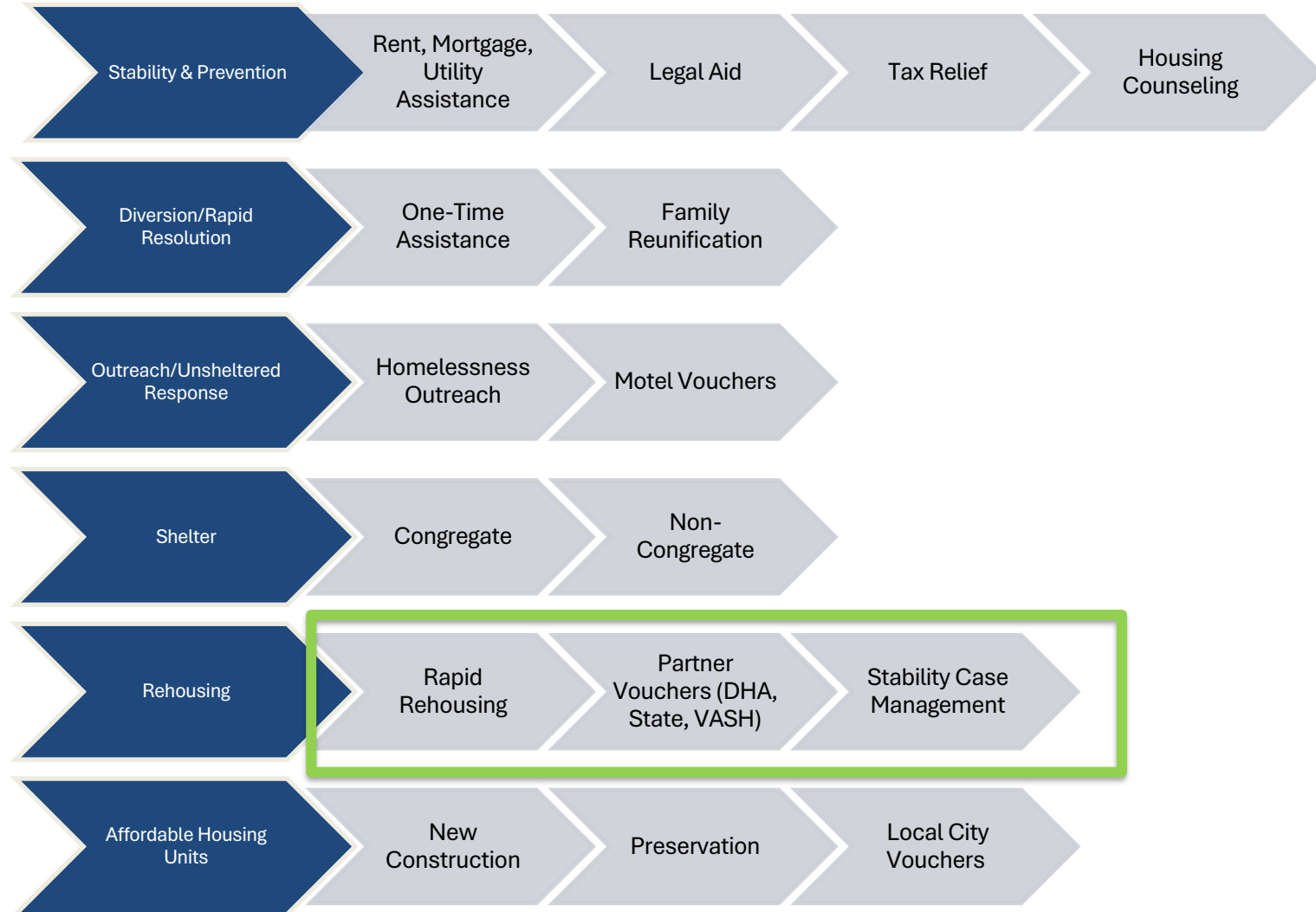
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## HOUSING CENTRAL COMMAND 2026 OVERVIEW

### COMMUNITY PLANNING & HOUSING COMMITTEE

JANUARY 13, 2026

# HOST's Spectrum of Work



# Action Requested Today

Approval of the following contracts for services related to Housing Central Command (HCC):

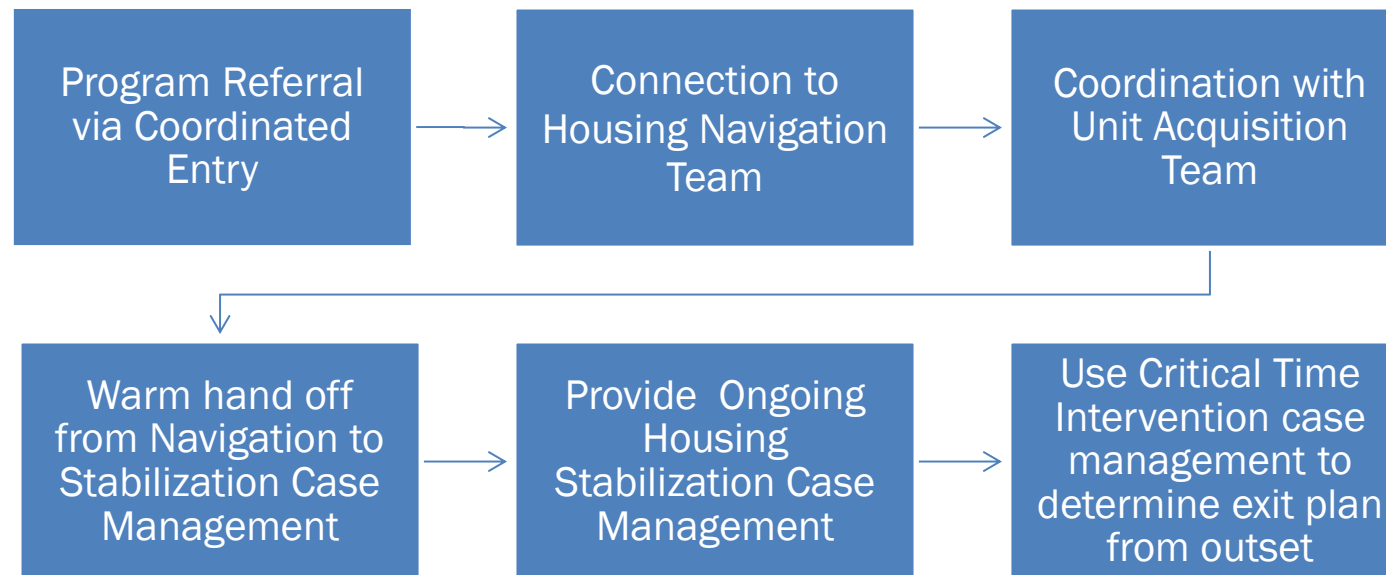
- 25-2152: The Community Firm dba Community Economic Defense Project – HCC Navigation (2026: \$1,243,974)
- 25-2154: Colorado Coalition for the Homeless – HCC Stabilization (2026: \$2,231,731)
- 25-2153: Housing Connector – HCC Rent Payor & Unit Acquisition (2026: \$2,049,386)

# Housing Central Command

Housing Central Command (HCC) is a crisis response model that uses an emergency management staffing and communication structure to accelerate the rehousing process with people experiencing homelessness.

The purpose of this model is to maximize available housing resources and rapidly connect people experience homelessness to housing.

## HCC Client flow:



# HCC Phase: Navigation

Staff	Target Population	Work Environment	Activities
<ul style="list-style-type: none"><li>• Navigator</li><li>• 1:10 staff:client ratio</li><li>• ~30 days of support</li></ul>	<ul style="list-style-type: none"><li>• Households matched to a housing resource</li><li>• Experiencing homelessness in Denver</li></ul>	<ul style="list-style-type: none"><li>• Mobile</li><li>• Able to meet clients where they are at</li></ul>	<ul style="list-style-type: none"><li>• Doc Collection</li><li>• Doc Uploads</li><li>• Unit Applications</li><li>• Packing</li><li>• Move-Ins</li><li>• Furniture</li><li>• Engagement</li></ul>

# HCC Phase: Unit Search

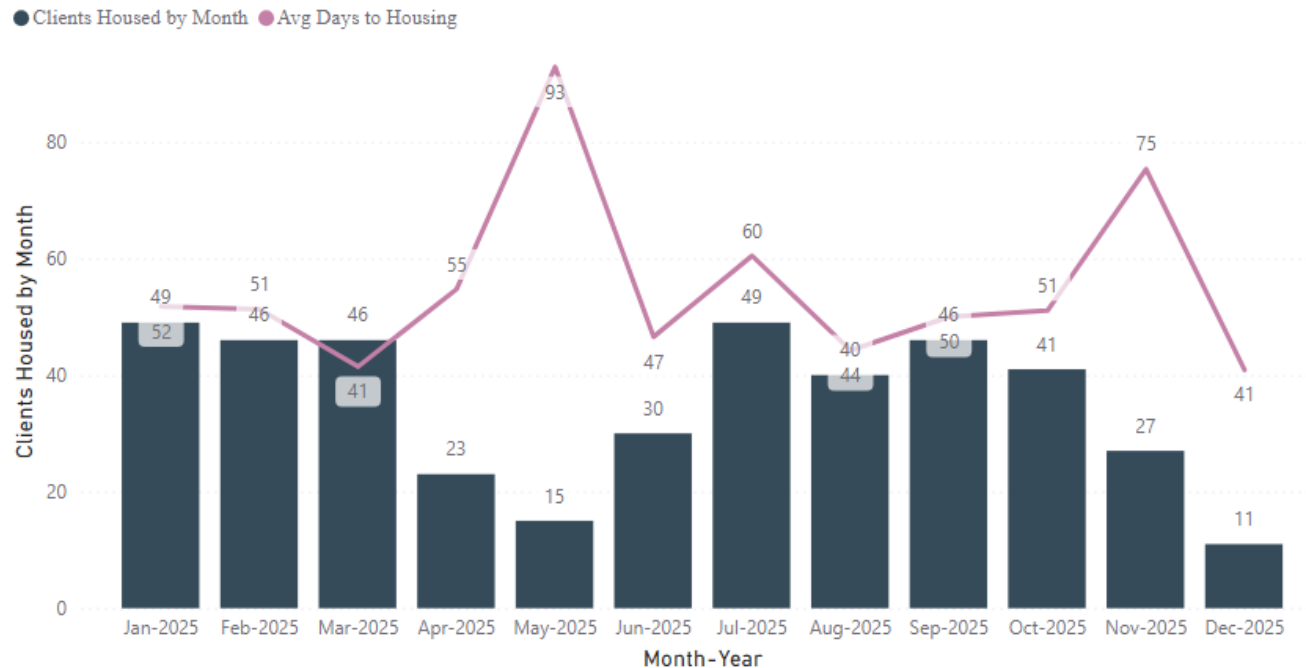
Staff	Target Population	Work Environment	Activities
<ul style="list-style-type: none"><li>• Housing Locators</li><li>• Ongoing</li><li>• Units for 125% of need</li></ul>	<ul style="list-style-type: none"><li>• Clients in housing search using housing inventory list to select unit</li><li>• Landlords willing to reduce barriers to housing</li></ul>	<ul style="list-style-type: none"><li>• Virtual</li></ul>	<ul style="list-style-type: none"><li>• Unit Search</li><li>• Unit Negotiations</li><li>• Inventory Management</li><li>• App Tracking</li><li>• Ongoing Rent Payments, as applicable</li></ul>

# HCC Phase: Housing Stabilization

Staff	Target Population	Work Environment	Activities
<ul style="list-style-type: none"><li>• Stabilization Case Manager</li><li>• 1:20 staff:client ratio</li><li>• Up to 12 months of support</li></ul>	<ul style="list-style-type: none"><li>• Housed Households</li></ul>	<ul style="list-style-type: none"><li>• Mobile</li><li>• Largely in the community</li></ul>	<ul style="list-style-type: none"><li>• Move-In Support</li><li>• Utility Support</li><li>• Basic Needs Support</li><li>• Referrals</li><li>• Income Support</li><li>• Exit Planning</li><li>• Health/MH Support</li><li>• Pre-Lease Up Rapport Building Engagement</li><li>• Ongoing rent payment as applicable</li></ul>

# 2025 Housing Central Command Impacts

Clients Housed by Month and Average Days to Housing



- In 2025 HCC housed **426 households** out of a goal of 399 households – exceeding the goal by 7%
- On average, in 2025 we housed within 46 days.
- Included a mix of housing program types: RRH and PSH opportunities.
- This does not include the pilot program working with other RRH programs, as some households are still in the navigation process.



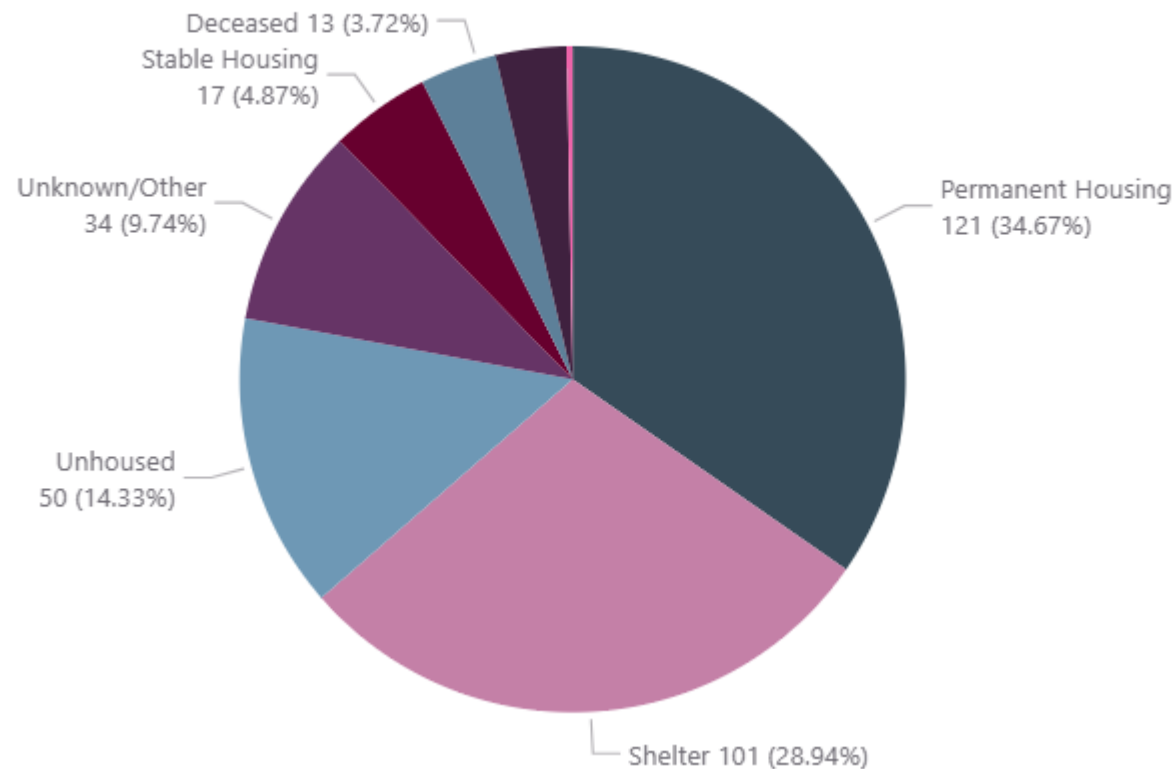
# Impacts Continued

Across all HCC programs, in 2025 we saw 138 (40% of exits) exits to permanent and stable housing after program exit

Set up of regular Case Conferencing meetings to better understand individual circumstances and better plan for client exit outcomes

101 households (29%) returned to shelter after program completion, to continue working on their housing journey

Exit Categories for Clients with Housing Move-In



# 2025 HCC Successes

## The Community Firm

- Through their Tenancy Support Services program, have demonstrated their commitment to housing folks rapidly, with an average of 52 days to housing for participants issued State Housing Vouchers.
- Demonstrated commitment to client centered care, by maintaining clear and accurate records in HMIS.

## Colorado Coalition for the Homeless

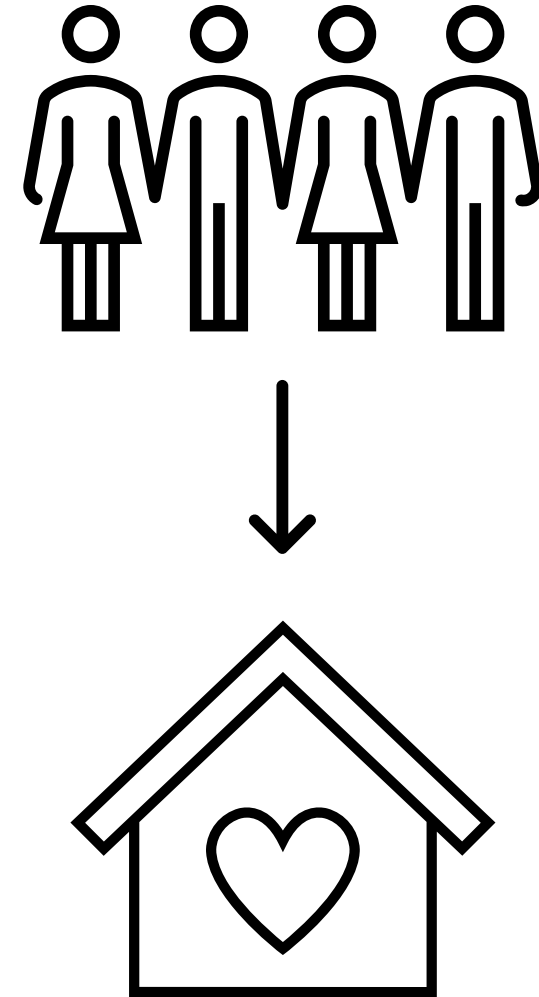
- Collaborated with HOST on how to improve Stabilization efforts in 2025 and 2026.
- Demonstrated commitment to Housing Central Command through regular participation in meetings and process improvement activities.

## Housing Connector

- Has exceeded targets for both new and total units acquired through unit acquisition; at the end of quarter two, Housing Connector had reached 124% of their goal.
- Ensured consistent payment of rent and provided consistent support to property partners.
- Timely submission and sufficient back-up documentation for invoicing.

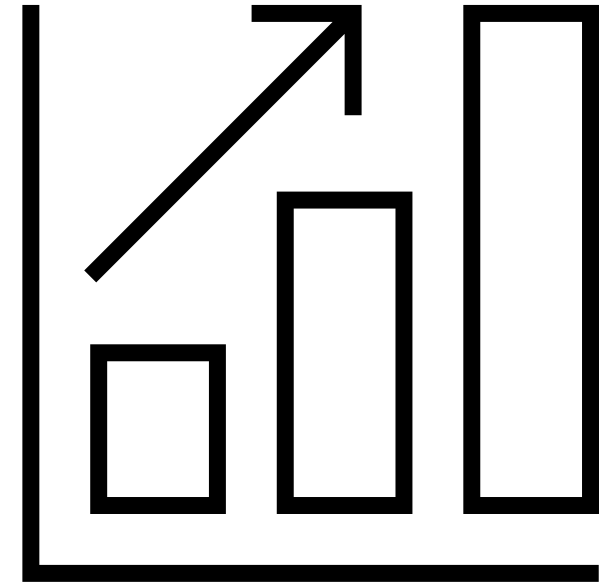
# Housing Central Command 2026 Goals

- **Centralized Navigation** – all HOST-funded rapid rehousing program slots will now be funneled through HCC – meaning we can more rapidly connect folks from shelter to housing. We anticipate supporting at least **400 households** in navigation.
- **Creating consistency across the system:** working to create shared understanding of best practices for maximizing housing resources and providing training and technical assistance to HOST partners.
- **Continuous improvement:** in collaboration with all HOST programs, increasing data quality across our programs to ensure we have accurate and useful data.



## 2026 Programmatic Shifts

- **Increasing Permanent/Stable Housing Outcomes** – In 2026, we set a goal to increase exit outcomes to at least 75% exiting to permanent or stable housing (improving from the 34% exiting to permanent/stable housing in 2025).
- **Dedicated HCC staffing** – while in 2025 we had re-assigned staff from shelter contracts, in 2026 we have a dedicated Navigation and Stabilization team with their own contracts.
- **Expanding Unit Inventory** – making our Navigation team and the unit inventory available to several types of housing programs, collaborating with Housing Connector to create a bigger network of property partners.



## List of Housing Central Command Contracts

Provider Name	Contract Title	2026 Contract Amount	Total Contract Amount	Contract Term	Requires Council Approval
The Community Firm	HCC Navigation	\$1,243,974	\$3,762,388	01/01/26 – 12/31/28	YES
The Colorado Coalition for the Homeless	HCC Stabilization	\$2,231,731	\$6,448,595	01/01/26 – 12/31/28	YES
Housing Connector	Unit Acquisition and Rent Payor	\$2,049,386	\$9,581,406	01/01/26 – 12/31/28	YES
The Salvation Army	Rent Payor	\$410,000	\$410,000	01/01/26 – 06/31/26	NO

# The Community Firm dba Community Economic Defense Project Contract



- Households served per year: 400+
- Cost per Household: \$3,110
- Primarily Serving: People experiencing homelessness to locate, apply and move into housing.
- Staffing:

Position Title	Dedicated FTE
Navigation Director	1 FTE
Navigation Case Manager	4 FTE

# Housing Navigators

**Mission:** Assist clients with locating, applying to, and moving into housing unit

1:10 Ratio of Navigator to Clients

Mobile: meet the client where they're at

## Key Responsibilities

- Inform clients of match to housing program
- Acquisition of Vital Documents
- Support clients with unit application
- Complete HMIS program enrollment

# Navigation Outcomes and Expectations

## 2025

- 10 Navigators from multiple providers
- Directly responsible for 339 housing placements
- Working with 3 housing programs
- Working with AIMH shelter participants only

## 2026

- 4 dedicated Navigators from a single provider
- Will be responsible for at least 400 housing placements
- Will work with a minimum of 10 housing programs
- Will work with any client referred through the coordinated entry system
- Will gather participant feedback from at least 70% of clients



## Colorado Coalition for the Homeless (CCH) Contract

- Households served per year: 140
- Cost per Household: \$14,880
- Primarily Serving: clients formerly experiencing homelessness in their first 12 months of housing
- Staffing: 21.5 FTE Supported through this contract

Position Title	Dedicated FTE
Project Director	0.5
Program Manager	2
Administrative Assistant	1
Stability Case Manager	16
Behavioral Health Clinician	2



# Housing Stabilizers

**Mission:** to support clients into ongoing stability through Critical Time Intervention (CTI) best practices

1:20 Ratio of Stabilization to Clients

Mobile: meet the client where they're at; 12 months of support

## Key Responsibilities

- Addressing needs such as food access, transportation, income & employment, community connection, mental & physical health, etc.
- Identify an exit plan and work with clients to outline goals and action steps necessary to successfully transition from program at end of rental assistance.
- Resolve conflicts and address concerns with landlords/clients to maintain positive relationships and prevent housing instability

# Stabilization Outcomes and Expectations

## 2025

- 6 Housing Stabilization Case Managers, and 1 Program Manager
- Supported 108 new households in 2025
- Working with 3 housing programs
- Working with AIMH shelter participants only

## 2026

- 16 Housing Stabilization Case Managers and 2 Program Managers
- Will support 140 new housing placements in 2026, and up to 280 households
- Will work with a single housing program
- Will work with any client referred through the coordinated entry system
- Will offer 100% of participants opportunity to provide feedback; expect 70% of clients to report being satisfied with services provided

## Housing Connector Contract

- Households served through rental payment: 140 annually
- Units Acquired for HCC Navigation Team: 500
- Rental Assistance Cost per Household: \$18,845



Housing Connector collaborates with property owners within the Metro Denver area to remove barriers and increase housing access for individuals experiencing homelessness.

Housing Connector is responsible for increasing unit inventory and paying rent and utilities for up to 12 months on behalf of households that were formerly homeless.

# Unit Acquisition Team

**Housing Connector Overview:** Housing Connector collaborates with property owners and community organizations to remove barriers and increase housing access for individuals experiencing housing instability. By addressing financial and resident challenges for property owners and streamlining housing access for those most in need, the organization helps open doors to more housing opportunities in the community.

## Role and Responsibilities:

- Property Partner Engagement (Recruitment, Management, and Retention)
- Unit Acquisition
- Unit List Curation and Access
- Unit Inventory Management
- Housing Stability Triage post Move-in
  - *Collaboration with Housing Stabilizers*

## Unit Curation & Access:

- Property recruitment targets single occupancy, Denver County and nearby, rent at or below Fair Market Rent
- Unit level negotiations
- 125% target for unit choice
- Housing Navigators and Housing Stabilizers are provided access to unit list via [Airtable](#) to streamline unit matching and application

# Unit Acquisition and Rent Payor Outcomes and Expectations

## 2025

- Households newly enrolled/provided rental subsidy in 2025: 264
- Number of units added to inventory in 2025: 750
- Number of Housing Programs worked with through HCC: 2

## 2026

- Households newly enrolled/provided rental subsidy in 2026: 140
- Additional units added to inventory in 2026: 500
- Number of Housing Programs working with through HCC: minimum of 10

# Questions?

# Appendix



**DENVER**  
HOUSING STABILITY



# Outcomes and Expectations - Navigation

Resources	Activities	Outputs	Metric	Outcomes	Metric	Impacts
Navigation Staff and leadership	•Coordination with HOST, including Housing Central Command	Housing Navigation minimum	400 households	Successful navigation leading to housing move-ins	85%	Address Unsheltered Homelessness
Case Management	•Coordination with HCC Unit Acquisition team					Expand pathways to successful rehousing
Homeless Management Information System (HMIS) use	•Participation in regularly scheduled navigation meetings	Average length of time enrolled in Navigation	60 days	Average length of time between enrollment and move-in	45 days	Complete shelter system transformation toward rehousing
Staff training	•Housing First Interventions					Improve homelessness resolution system for households experiencing homelessness
Program Policies	•Creative engagement	Number of housing applications submitted per enrolled household	Average of 1-3 applications			
HOST funding	•Communicate program requirements					
	•Housing Search and application support	Households offered the opportunity to provide feedback on services received	100%	Households that complete survey report being satisfied with the services received	70%	
	•Move-in assistance (physical and financial)					
	•Timely submission of invoices.					
	•Participant feedback					

## Outcomes and Expectations: CCH Stabilization

Resources	Activities	Outputs	Metric	Outcomes	Metric	Impacts
Stabilization Case Managers  Rental Subsidies  Landlord partners  Homeless Management Information System (HMIS) use  Staff training  Program Policies	<ul style="list-style-type: none"> <li>Accepting referrals through HCC</li> <li>Determining rental subsidies based on participant income</li> <li>Communication of rental subsidy needs with HCC Rent Payor</li> <li>Housing Stability Plan for all enrolled clients</li> <li>Use of Critical Time Intervention</li> <li>Case Management Services</li> <li>Completion of Stability assessments every 90 days</li> <li>Assistance with budgeting and increasing income</li> <li>Support to ensure participants remain housed once program and subsidy end</li> <li>Participant feedback</li> </ul>	New households enrolled annually	140	New households provide permanent housing and services	90%	Address Unsheltered Homelessness
		Number of households engaged in case management and ongoing support	100%	Number of households exiting to permanent and/or stable housing	75%	
		Households receiving assistance with increasing income through benefit acquisition and/or employment	100%	Households that have an increase in income through benefit acquisition or employment annually or at exit	80%	Expand pathways to successful rehousing
		Households receiving stability assessments	95%			Complete shelter system transformation toward rehousing
		Households offered the opportunity to provide feedback on services received	100%	Households that complete survey report being satisfied with the services received	70%	Improve homelessness resolution system for households experiencing homelessness

## Outcomes and Expectations - Housing Connector

Resources	Activities	Outputs	Metric	Outcomes	Metric	Impacts
Housing Specialists [other relevant HC roles]  Short- (1-3 months) to medium-term (3-24 months) rent subsidies  Landlord partners  Homeless Management Information System (HMIS)  Staff training  Program Policies	<ul style="list-style-type: none"> <li>•Strong working relationship with HCC</li> <li>•Relationships with landlords</li> <li>•Timely payment of rent subsidies</li> <li>•Maintaining accessible list of available unit inventory</li> <li>•Ongoing communication with stabilization/case management teams to manage ongoing relationships</li> </ul>	Number of studio and/or 1-bedroom units at or below FMR added to the Housing Connector program through recruitment of landlords by 12/21/26	500	Households housed by 12/31/2026	140	Address Unsheltered Homelessness  Expand pathways to successful rehousing  Complete shelter system
		Households enrolled in the program provided ongoing subsidies and support in 2027	140	Households enrolled in rapid rehousing are provided subsidies and support.	140	Address Unsheltered Homelessness  Expand pathways to successful rehousing  Complete shelter system transformation toward rehousing
		Number of lease applications submitted for new enrollees in 2026	140	Length of time between enrollment and lease up is less than or equal to 30 days	80%	Improve homelessness resolution system for families