



Department of
Housing Stability
Five-Year Strategic Plan

City Council – Safety Committee

Wednesday, Oct. 27, 2021

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Agenda



- Who Does HOST Serve?
- How Does HOST do its Work?
- Plan Contents
- Vision and Impacts
- Goals and Strategies
- Community Engagement and Themes
- Plan Implementation: 2022 Action Plan
- Planning timeline; Next Steps
- Action Requested Today
- Questions and Feedback

Who Does HOST Serve?

11,000+ in shelters

1,300+ through outreach

1,800+ in rehousing supports

5,000+ in stability programs

5,000+ in housing access programs

Disproportionately:

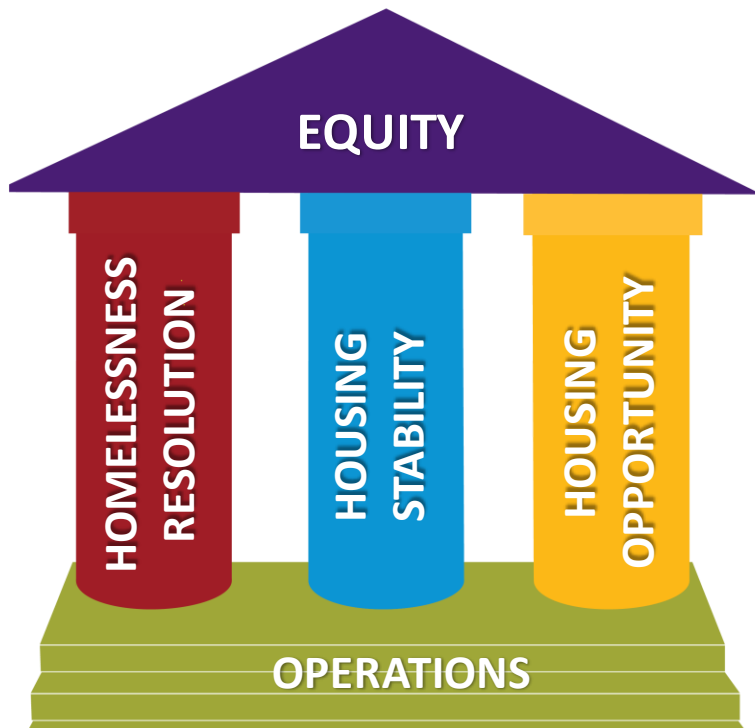
- Black, Indigenous, and People of Color
- Female
- Over age 55
- Have a disabling condition



How Does HOST do its Work?

EQUITY

Trauma Informed | Data Driven | Person Centered



Housing Stability

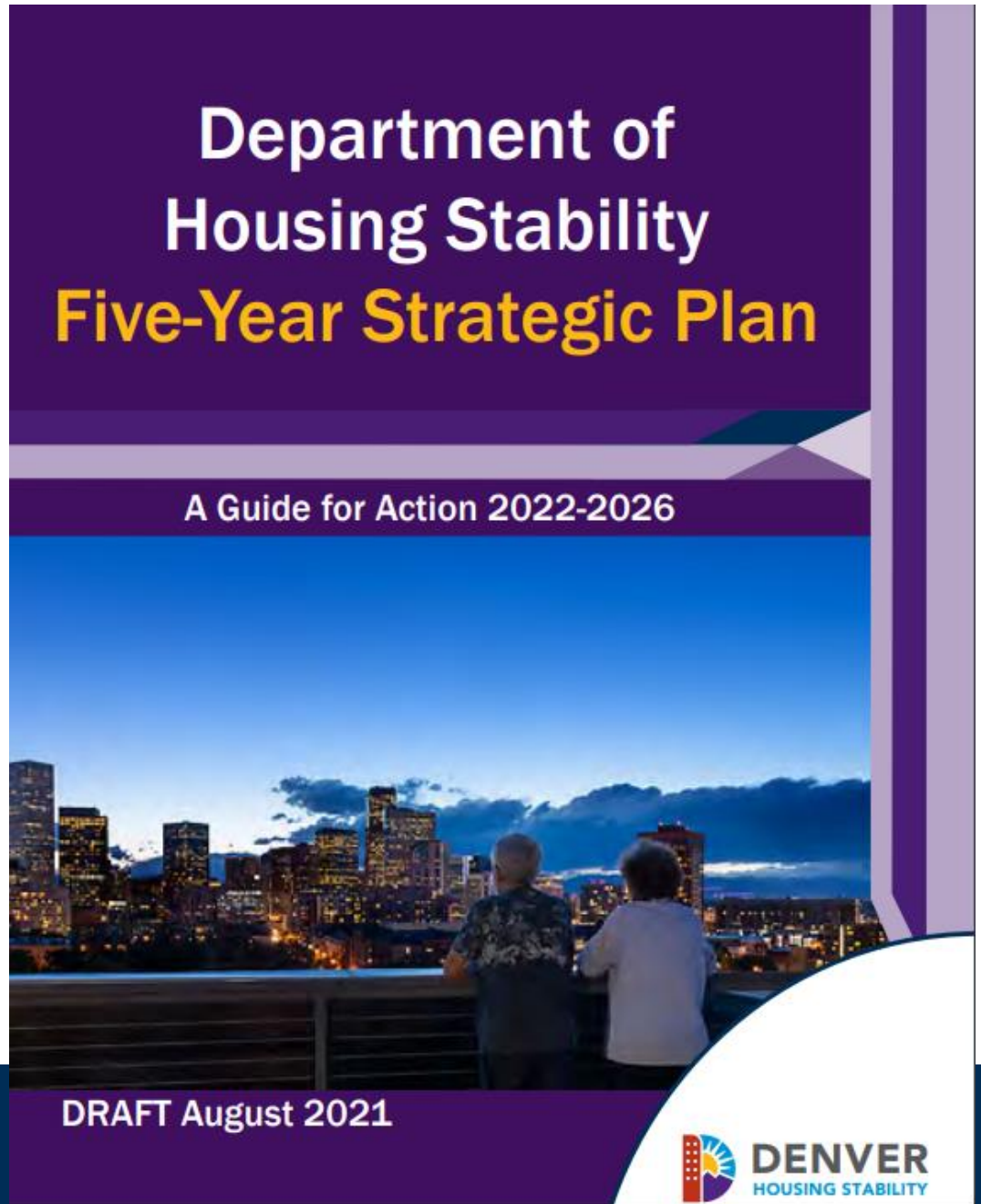
**Homelessness
Resolution**

Housing Opportunity

Operational Support

Plan Contents

- Executive Summary
- Introduction
- Setting the Stage
- Defining Plan Priorities
 - Impact Framework
 - Advancing Equity
 - Housing Opportunity
 - Housing Stability
 - Homelessness Resolution
 - Operations
- Reporting & Accountability
- Conclusion
- Appendices



HOST Vision & Impacts



This plan will help create a Denver where race no longer predicts outcomes for involuntary displacement, homelessness, homeownership, or cost burden, and where residents:

- Have equitable access to housing options that meet their affordability needs, and the opportunity increase wealth through homeownership;
- Have choice in when and under what circumstances they move or remain in their homes and neighborhoods;
- Experience homelessness rarely, and, if they do, it is brief and one time; and
- Receive efficient, timely and transparent support, and have confidence that HOST is measuring what matters and effectively engaging the community.

Housing Opportunity

Residents have equitable access to housing options that meet their affordability needs, and the opportunity to increase wealth through homeownership.

Goal 1. Expand Access to **Affordable Housing** Opportunities

Goal 2. **Preserve** Existing Affordable Homes

Goal 3. Expand **Homeownership** Opportunities

Housing Opportunity

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

Housing Stability

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

Goal 1. Help Households Remain in Their Home and Neighborhood of **Choice**

Goal 2. Reduce **Evictions**

Goal 3. Reduce **Foreclosures** in Income-restricted Homes

Housing Stability

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

Homelessness Resolution

Residents experience homelessness rarely, and, if they do, it is brief and one time.

Goal 1. Address **Unsheltered** Homelessness

Goal 2. Expand Pathways to Successful **Rehousing**

Goal 3. Complete **Shelter** System Transformation Toward Rehousing

Goal 4. Improve Homelessness Resolution System for **Families**

Homelessness Resolution

- Reduce unsheltered homelessness from 2022 Point-in-Time Count to 2026 Point-in-Time Count by 50%.
- Increase the annual number of households served in rehousing and supportive housing programs from 1,800 to 3,000.
- Measurably end veteran homelessness by achieving functional zero by 2026 (i.e., place at least as many veterans into permanent housing each month as there are veterans experiencing homelessness).

Homelessness Resolution, con't

- Increase the contract benchmark for the percentage of sheltered households who exit to housing from 30% to 40%.
- Increase the number of family households who exit shelter and outreach programs to housing from 25% to 50% by 2026.
- Reduce the average length of time residents experience homelessness to 90 days by 2026.

Operational Support

Residents and HOST partners receive efficient, timely and transparent support, and have confidence that HOST is measuring what matters and effectively engaging the community.

Goal 1. Expand **Communications and Community Engagement**

Goal 2. Expand and Support Partnerships through Transparent, Efficient, and Effective **Procurement, Contracting, and Financial Processes**

Goal 3. Deepen **Data Infrastructure** to Provide Transparency and Accountability, Inform Decision-making, and Support Continuous Improvement

Goal 4. Advance **Citywide and Regional Approaches**, including **Policy and Legislative Approaches**

Operational Support

- Improve communications channels, align them with community need, measure their effectiveness, and increase positive response regarding communications and engagement based on a baseline survey in 2022.
- Reduce average length of time from conditional approval of credit or award letter under a procurement process to fully executed contract to under 60 days for program contracts under \$500K, under 75 days for program contracts above \$500K and under 90 days for development contracts.

Operational Support, con't

- Reduce procurement decision time from average of 47 days to 30 days from date of submission to award notification by 2026.
- Reduce average invoice processing time from 21 days to 7 days.
- Increase percentage of respondents to community and stakeholder feedback survey reporting satisfaction with the usability and transparency of HOST reporting tools, including the creation of publicly available finance and performance dashboards, based on a baseline survey in 2022.

Community Engagement

Regular meetings over two years with:

- Homelessness Leadership Council (HLC), providers and stakeholders
- Anti-Displacement Policy Network (ADPN)
- Neighborhood Development Collaborative (NDC)
- Private philanthropic partners
- HOST staff, other city agencies, Mayoral staff and appointees, and City Council members

Two community surveys resulting in more than 1,650 responses

- draft goals – open May 21 to June 19, 2021 – in English, Spanish, Vietnamese and Arabic
- draft targets – open Aug. 4 to Sept. 3, 2021 – in English and Spanish

Two virtual town halls held Aug. 19 and Aug. 24, 2021

Feedback Themes

- Advancing equity
- Call for the plan to do more, and to strengthen language
- Clarifying HOST's mission and who we serve
- Priorities for 7,000 units
- Clarity around the needs of particular groups, including those with disabling conditions and those who need support with activities of daily living
- More detailed information on budget
- Unsheltered homelessness and enforcing the Urban Camping Ordinance
- Use of the Zoning Code to support affordable housing goals
- Need for related supportive services, including mental health, substance use
- Further exploration of regional approaches
- More education around housing and homelessness
- Diversify who we reach in communications, community engagement

Plan Implementation: 2022 Action Plan Priorities



- Expanding support to address unsheltered homelessness, including through Recovery funds



- Supporting the creation and preservation of more affordable homes with Recovery funds



- Advancing prioritization policy



- Improving targeting and language access for outreach materials



- New public dashboards for reporting on plan goals and financial information

Plan Timeline; Next Steps



- Plan submitted to full City Council for adoption by November
- Feedback received through strategic planning process informed 2022 priorities → 2022 Action Plan in development
 - out for public comment in November
 - recommended by Housing Stability Strategic Advisors in December

Action Requested Today



➤ Request approval of the following resolution:



Approval of #21-1233: Department of Housing Stability Five-Year Strategic Plan



as required by Chapter 27, Article V of the D.R.M.C as part of the establishment of Denver's Dedicated Fund for Affordable Housing.



Questions? Feedback?