

New department of housing and homelessness

SAFETY COMMITTEE MEETING
JUNE 12, 2019

Background

- ❑ Created city's first dedicated affordable housing fund in 2016, doubled it in 2018 to \$30 million annually
- ❑ Created Office of HOPE in 2017 to coordinate across agencies addressing housing and homelessness
- ❑ Conducted a structural analysis that recommended a combined department of housing and homelessness, but needed support for housing in interim
- ❑ Hired first Chief Housing Officer, Britta Fisher
- ❑ Fortified housing division within DEDO
- ❑ Conducted research on peer city organizational structures for housing and homelessness
- ❑ Mayor Hancock announced new department of housing and homelessness at annual Housing Forum on April 19, 2019

What we know today

- ❑ Britta Fisher will lead the new department
- ❑ New department will bring existing housing and homelessness programs, services and development under a shared and standalone structure
- ❑ New department will bring together the work being done by Denver Economic Development and Opportunity's (DEDO) Housing Division and Denver's Road Home (DRH)
- ❑ DRH staff have already started to report to Britta as a first phase of the transition
- ❑ Working toward launch in January 2020, and will spend the summer and fall on transition planning
- ❑ Internal and external partners will be engaged throughout the process of developing the new department
- ❑ Existing programs and services will continue to operate normally throughout the transition

Some outstanding issues

- ❑ We do not yet have a final name for the new department
- ❑ We do not yet have a formal structure for the new department
- ❑ We do not yet have a final budget for the new department
- ❑ We do not yet know where the department staff will be located long-term

Key Governance Considerations

- ❑ Office of Economic Development created through Executive Order 28, including housing
- ❑ Denver's Road Home created through Executive Order 91
- ❑ We are expecting to revise both XOs:
 - XO 91 will create the new department
 - XO 28 will include some changes:
 - Name of OED to Denver Economic Development and Opportunity (DEDO)
 - Remove housing from DEDO
 - Minor updates to the other existing DEDO divisions
- ❑ We will also need to clean up references in the municipal code and rules and regulations that refer to old agencies (e.g.: Affordable Housing Fund is under Office of Economic Development)

Staff and Stakeholder Engagement Process

- 1) Key city agencies (DEDO, DHS, CAO, HR, DOF) and staff are providing input on the governance, structure and function of the new department and supporting the overall transition
- 2) Stakeholder committee of housing and homelessness experts to:
 - Identify opportunities for synergies across the housing spectrum from homelessness to homeownership
 - Inform the structure and function of the new department
 - Inform ongoing strategic planning and community engagement efforts as the new agency is developed and resources are aligned
 - On going engagement process
- 3) Supplemental focus group conversations with other experts/groups

Timeline – Key Milestones

April – May 2019	June – July 2019	August – September 2019	September – January 2020
Information gathering	Internal and external stakeholder engagement	Finalize executive orders to establish new department	2020 Budget finalized
Internal Working Groups launched	Decision making: Department name Initial structure/function	Package of changes to the municipal code to support new department	Package of rule changes and policy updates to support new department
External stakeholder engagement begins	Initiate updates to executive orders to establish new department	Internal and external stakeholder engagement	Strategic Planning
	2020 Budget process begins	Community Engagement	Internal and external stakeholder engagement Community Engagement

Denver's Road Home Update

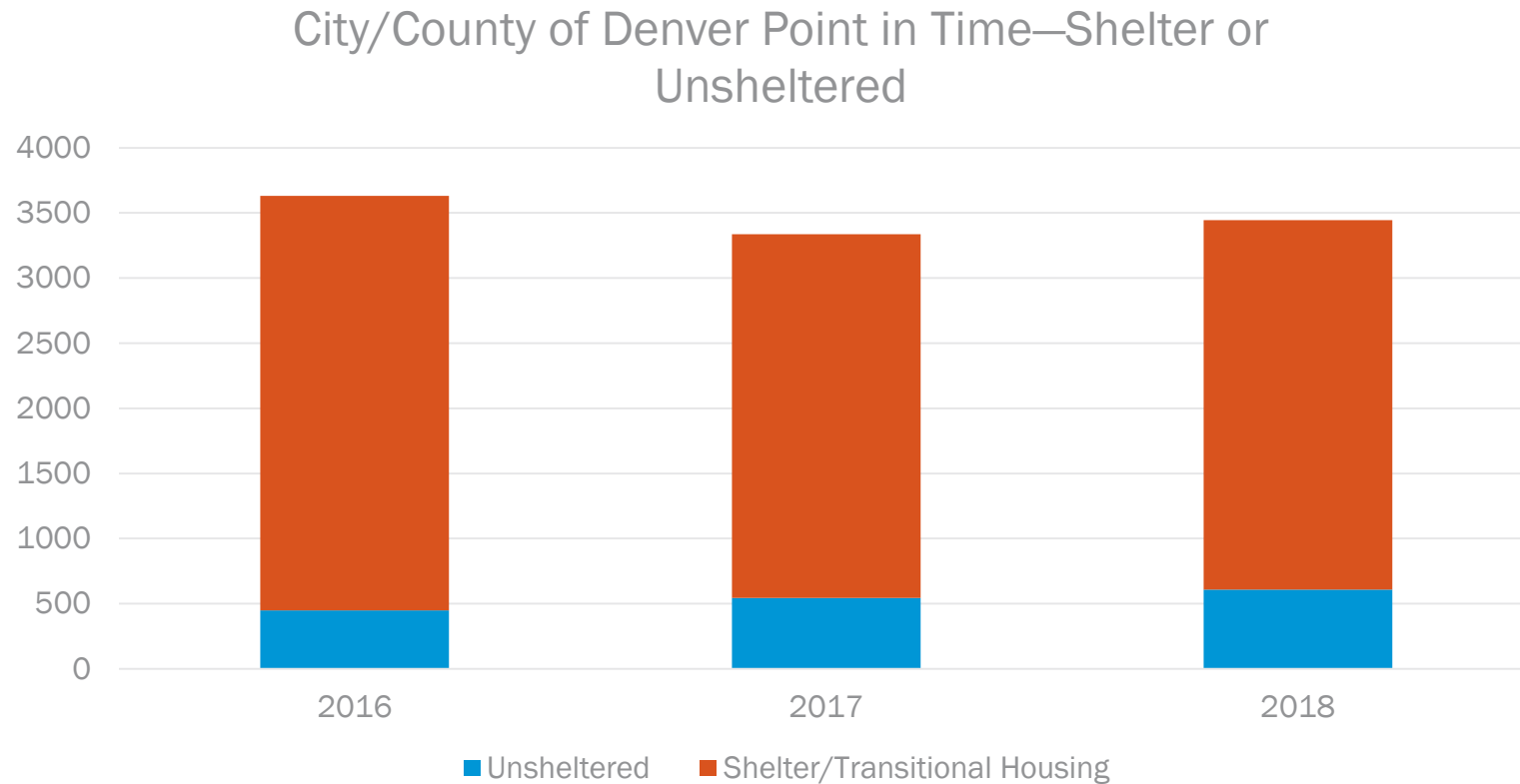
Denver's Road Home Mission

Everything we do we strengthen, align, and empower partnerships to provide safe and supportive pathways out of homelessness.

We do this by cultivating strong relationships that build homeless systems, services, and strategies.

We are in a lead position to convene stakeholders, coordinate and leverage city resources, and evaluate collective impact.

Homelessness in Denver — Point in Time Data



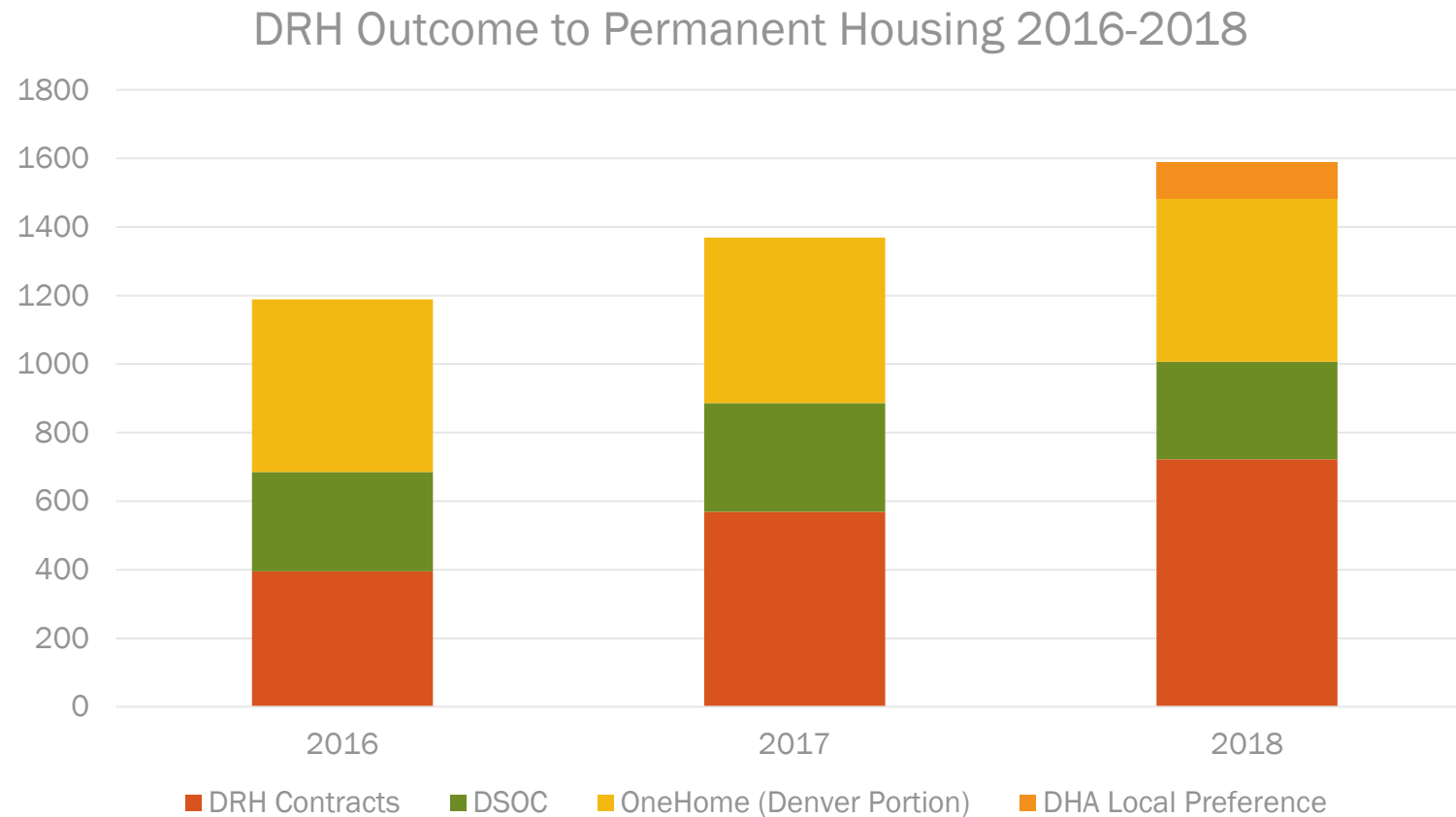
Homelessness in Denver — Point in Time

Between 2016 and 2018 the Denver County Point in Time reports:

- 35.6% increase in unsheltered homelessness (449 to 609)
- 10.9% decrease in shelter/transitional housing (3182 to 2836)

Still, unsheltered remains a smaller segment of the total homeless population. 15.4% of people identified across the three years reported being unsheltered.

Homelessness in Denver — Permanency Outcomes



Homelessness in Denver — Permanency Outcomes

Between 2016 and 2018 Denver's Road Home partners achieved a 33.8% increase in permanent outcomes to housing and reunification.

- These are not all “Permanent Supportive Housing” outcomes, but reflect “permanent” exits from homelessness
- Largely cultivated through Rapid Resolution and Rapid Rehousing

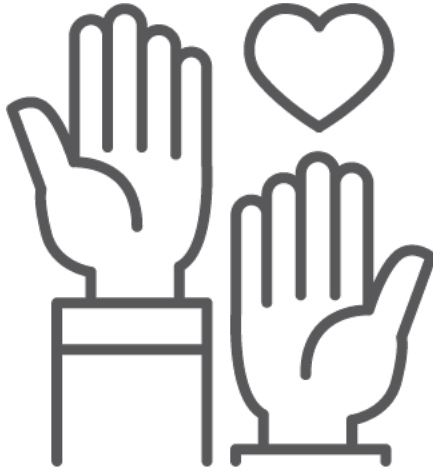
Expressed as proportion of PIT count of all homeless, we've moved the needle positively 13.4 percentage points (32.7% to 46.1%) between 2016 and 2018.

Since the beginning of Mayor Hancock's first term, 7552 households have moved from homelessness to housing/reunification through Denver's Road Home's supported programs.



- Denver's Road Home has reviewed proposals for Peer Navigation Services in Shelter Environments
- These roles will engage day and overnight shelter guests to assure deepened relationship to services.
- The positions intentionally ground professionals with lived experience in homelessness to first/early engagements.

Peer Navigation Services



- Denver's Road Home is currently reviewing proposals for expanded capital and program investments in day shelter service
- Total estimated funds available are \$3.2m in capital improvements and \$7.5m in operating costs over 3 years.
- Proposals will develop essential services, as well as deepen supportive services for shelter guests. These investments are contributive to recommendations of the 3 year shelter plan.

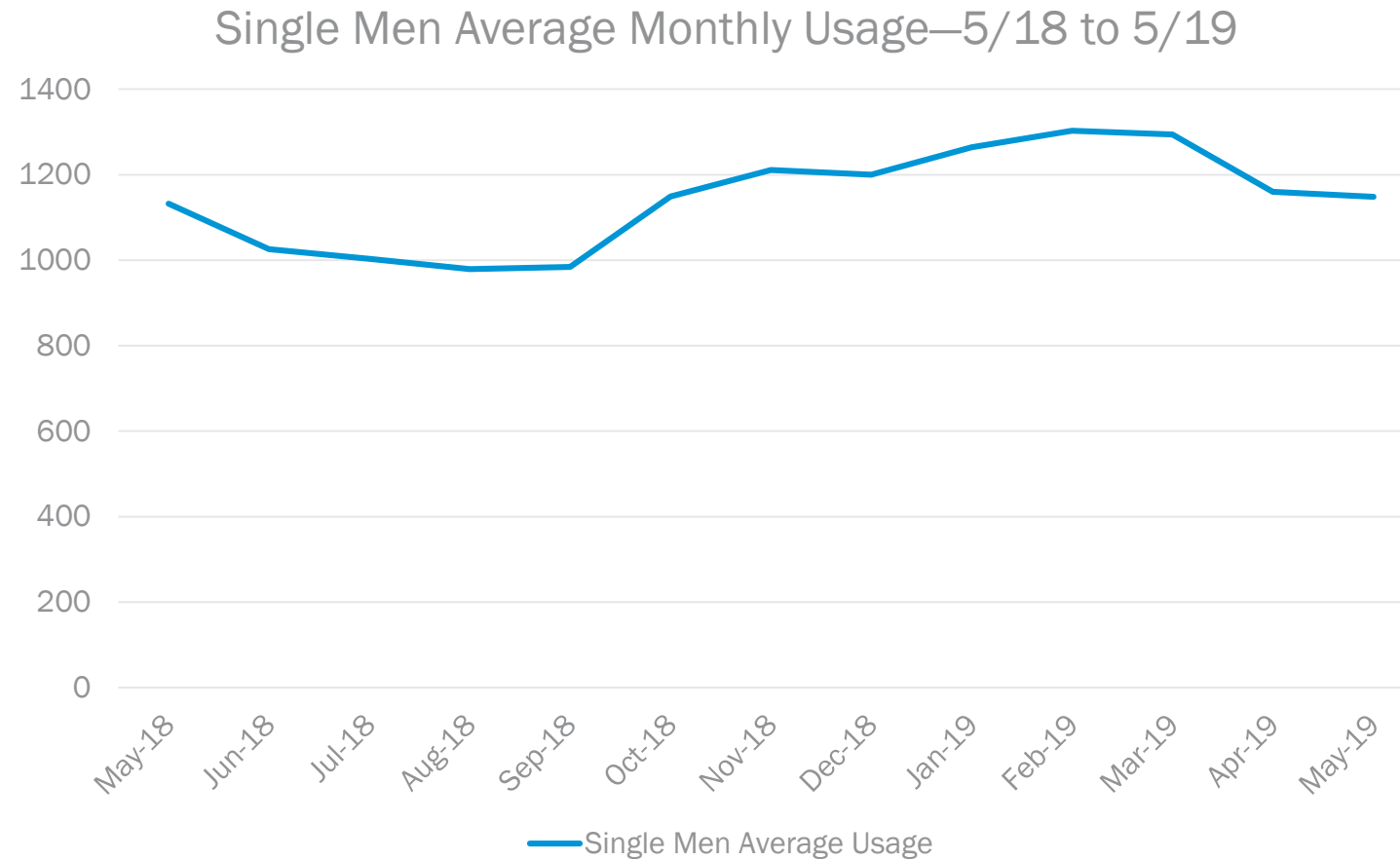
Shelter Service Expansion



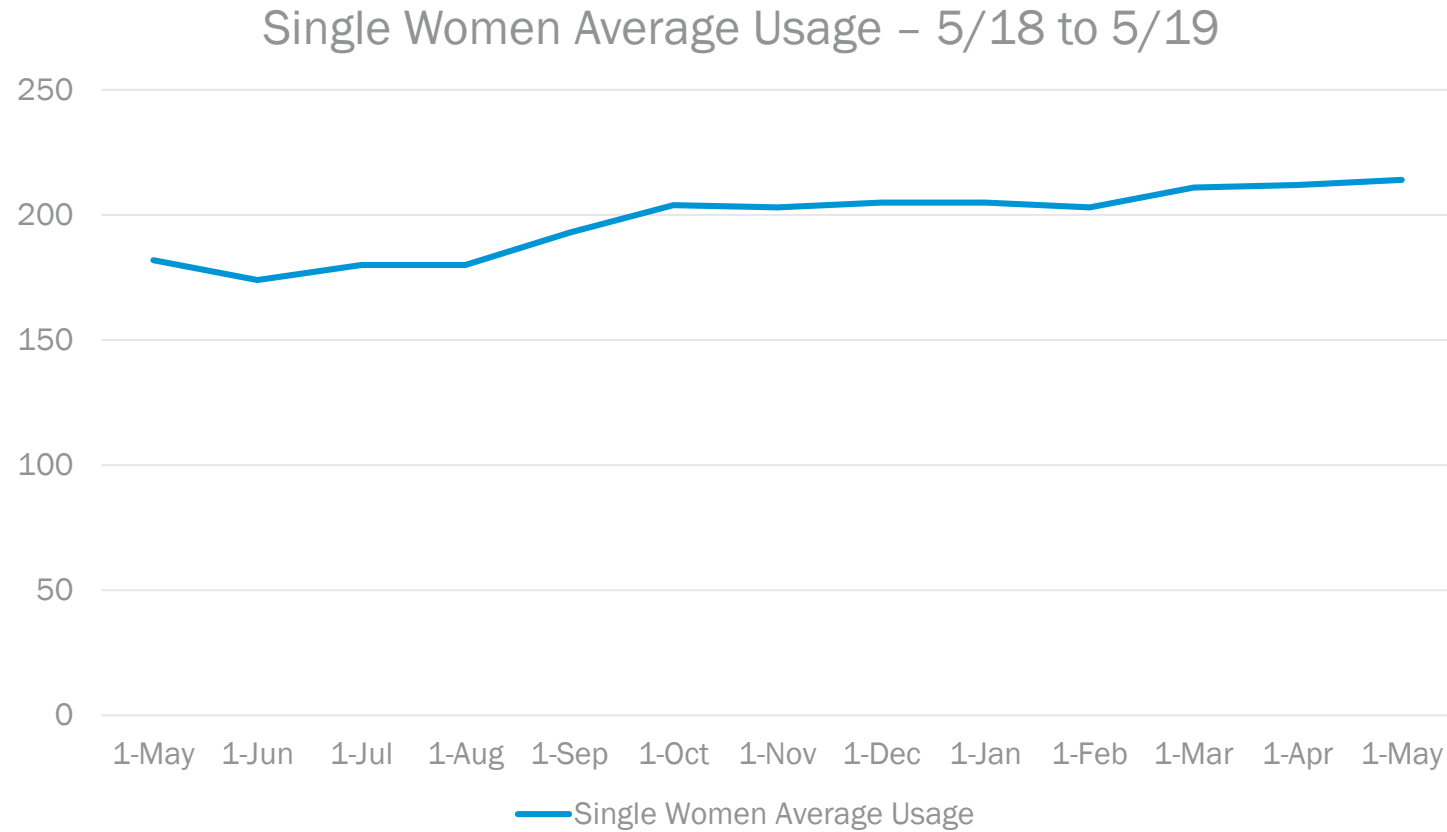
Bridge Housing Opportunities

- Denver Economic Development and Opportunity's (DEDO) Division of Housing will provide a request for proposals for short term bridge housing to individuals while awaiting availability of a permanent housing unit.
- These would be apartment units that provide stabilization to individuals/families in homelessness prior to a final move into permanent housing.
- RFP is anticipated to be released in mid-June

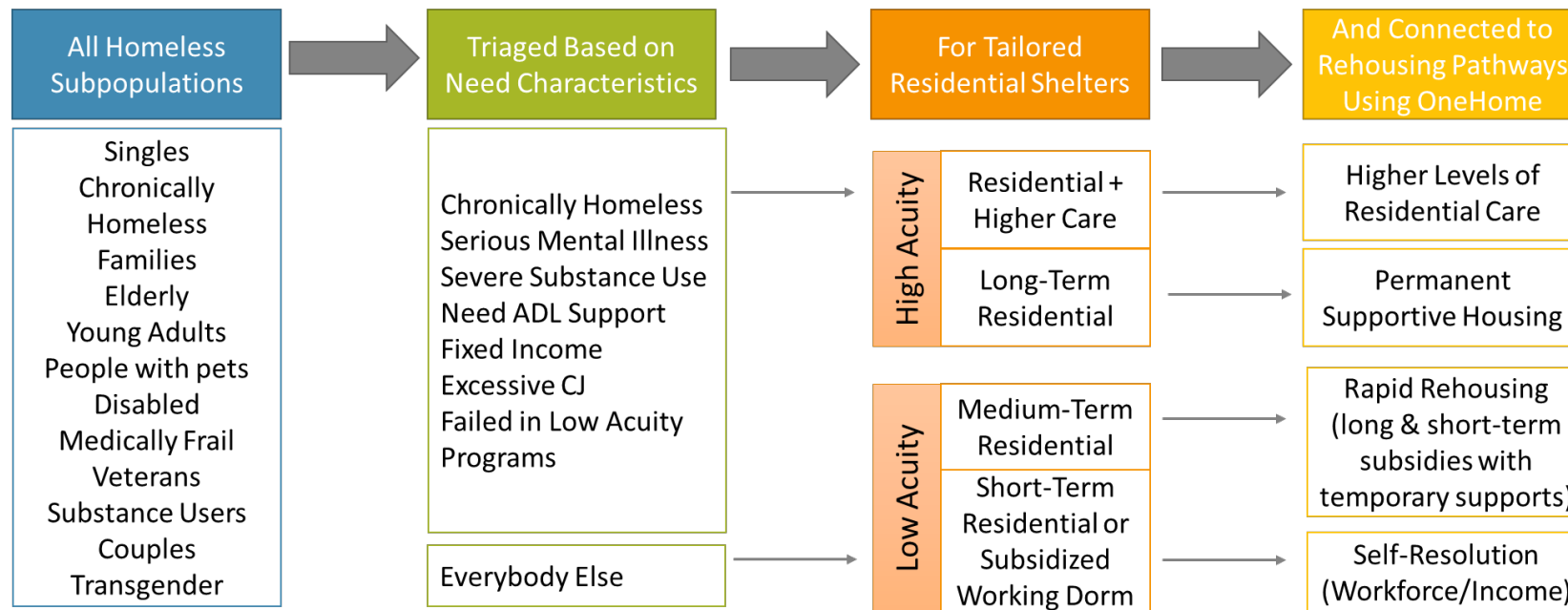
Average Shelter Usage – Single Men



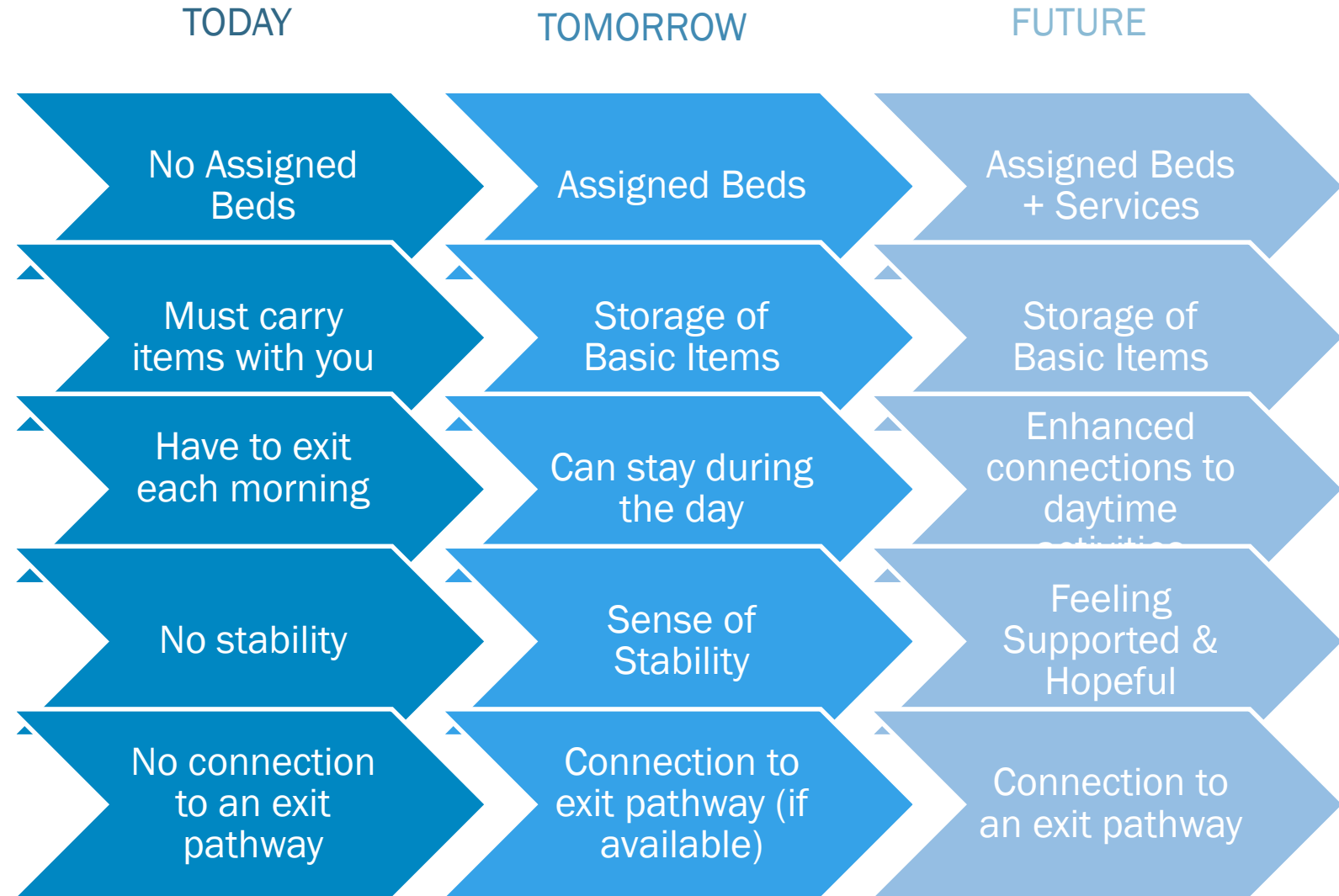
Average Shelter Usage – Single Women



New Homeless Response System with Residential Shelter



Transition to
Residential
Shelter for
High Acuity
Population



Transition to
Residential
Shelter for
Low Acuity
Population

TODAY

No Assigned
Beds

Must carry
items with you

Have to exit
each morning

Can't
accommodate
work schedules

No connection
to an exit
pathway

TOMORROW

Assigned Beds

Storage of
Basic Items

Can stay during
the day

24/7 In & Out
for Work

Connection to
exit pathway (if
available)

FUTURE

Subsidized
Working Dorms

Storage of
Basic Items

Independent
Schedules

Independent
Schedule

Connection
Income &
Employment
Services

Questions or Discussion