



Homelessness Resolution Field Trip

July 12, 2024

AGENDA AND LOCATIONS

Morning Tours of:

Denver Rescue Mission: Lawrence St. Community Center & Overnight Shelter

Catholic Charities of Denver: 48th Avenue Women's Shelter

Denver Rescue Mission: 48th Avenue Men's Shelter

The Saint Francis Center: Warren Residences Supportive Housing

Lunch

Catered by SAME Café

Hosted at The Saint Francis Center's Althea Center

Overview of the Encampment Resolution Model, and HOST's Outreach Team

Afternoon Tours of:

The Salvation Army: "The Aspen" (Former Double Tree Hotel) Non-Congregate Shelter

The Gathering Place: Elati St. Micro Community

Ground Rules:

- We want to respect the privacy of the guests at these facilities.
 - Please stick with tour guides as to not find yourself in a portion of the facility where guests aren't expecting visitors
 - Please no photos with guests
- Please follow staff instructions; expectations may vary between facilities
- Please try to keep up! We have a packed schedule with small margins for error



Executive
Director/Chief
Housing Officer

Shelter & Stability

Unsheltered
Response (AIM)

Housing
Opportunities

Operations & Impact

Legacy Shelter
System

Housing
Stability/Prevention

Homelessness
Resolution

Outreach

AIM Sites

Unsheltered
Programs (safe
parking, SOS, etc.)

Expanding Housing
Affordability (EHA)

City Investment in
Affordable Housing

Inspections and
Monitoring

Data

Finance

Comms, Marketing,
Engagement

Admin Support

HOST Organizational Chart

Divisions with Functional
Descriptions



Shelter and Stability

Jeff Kositsky, Deputy Director of Shelter & Stability
Jerred Powell, Director of Shelter System Operations
Midori Higa, Director of Homelessness Resolution Programs

Shelter and Stability Division

- Comprised of 4 teams
 - *Housing Stability*: Eviction Prevention including Temporary Rental and Utility Assistance (TRUA), Eviction Legal Defense, Foreclosure Assistance
 - *Shelter System Operations*: Day-to-day operational support of shelter operations including severe weather activations
 - *Homelessness Resolution Programs*: Oversight of contracts for shelter, services, and housing programs
 - *Contracts Team*: provides contract and monitoring support for Housing Stability and Homelessness Resolution Programs
- Supports direction of overall Homelessness Resolution System for Denver
- Programs and facilities under this Division are not directly tied to All In Mile High

Improvements since 2020

- Increased availability of 24/7 congregate and non-congregate sheltering options
- Integration of medical/behavioral healthcare
- Increased transportation options during business hours for shelter guests in large shelters to allow for greater access to case management and health care services
- Rapid Resolution expansion to quickly resolve episodes of homelessness



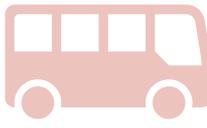
Shelter



Food/Water



Hygiene



Transportation



Case Management



Clothing



Healthcare



Mail



Lawrence Street Shelter (Denver Rescue Mission; 2222 Lawrence St)

Total Budget: Approx \$7M

HOST Funding: \$9,349,448 (inclusive of funding for 48th Men's also)

Congregate Shelter & Community Center

Council District 9



- Lawrence St. Community Center & Lawrence St. Overnight Shelter
- Largest congregate shelter provider for single adult men, with three facilities supported by a single HOST contract
- Lawrence St. Community Center serves as a day shelter site for all adults regardless of gender
- Lawrence St. Overnight Shelter offers reserved congregate shelter

Services Provided

- Intake inclusive of full bio/psycho/social assessment
- Rapid Resolution
- Peer Navigation
- Community Providers (i.e., Re-entry, VA, Employment)
- Complex Case Management Team

Data Point	2023	2024 (through 7/9)
Unique Clients Served	7,027	6,678
# of Shelter nights provided	75,025	44,568
# of meals served	480,862 (1,300/day)	232,316 (1,210/day)

48th Ave Women's Shelter (Catholic Charities)

4330 48th Ave

Total Budget: \$8,215,623

HOST Funding: \$4,333,690

Congregate Shelter

Council District 8

Services Provided

- Stable shelter
- Secure storage
- Basic Needs: food, clothing, hygiene, laundry, mail
- Case Management
- Housing navigation
- Mental health service
- Targeted programming
- Participant Experience Coordinator
- 275 capacity

- Largest congregate shelter provider for single adult women, with three facilities supported by a single HOST contract
- The 48th facility opened in 2021 to address the increasing need for accessible, low-barrier shelter for women experiencing homelessness. Its primary purpose is to provide a safe and supportive environment to rest and work toward housing goals.
- 48th Ave is a 24/7 congregate space converting to Dome Units within the shelter space (newly designed sleeping quarters consist of semi-private cubes equipped with a bed, a lockable wardrobe, electrical outlets and aisle lighting)



Data Point	2023	2024 (through 6/25)
Unique Clients Served	1641	750
# of Shelter nights provided	89,195	39,556
# of meals served	~120,000	51,716

48th Ave Men's Shelter (Denver Rescue Mission)

4600 E 48th Ave

Total Budget: \$11,000,000

HOST Funding: : \$9,349,448 (inclusive of funding for Lawrence Street also)

Congregate Shelter

Council District 8

Case Management:

Housing placement, benefit enrollment, income attainment, vital document acquirement and service connections and housing navigation. One on one opportunities available, in addition to group opportunities.

Peer Navigation: Peers provide hands-on help for clients who are meeting with Case managers ensuring that guests are accompanied in completing tasks assigned, such as helping clients with making phone calls, navigating directives for computer work needed to obtain resources, remembering appointments and submitting documents.

Community Providers/Resource Development: There is a team of staff working solely on pursuing information and workflows on how to utilize resources that are necessary for becoming stably housed. This team creates collaboration with organizations that can come into shelter to provide services such as Wellpower, Child Support, Rocky Mountain Human Services, Social Security Attorney and Insurance enrollment help, and more. This team keeps a real time database ensuring that resource information and housing navigation resources are accurate/useable.

	2023	2024 (through 7/9)
Unique Clients Served	3,249	1,746
# of Shelter nights provided	192,426	98,752
# of meals served	352,555 (966/day)	204,136 (1,063/day)
# of staff positions	115	115

Positive Outcomes FY23:

- 928 guests engaged with Case Management services
- 205 guests received RTD Live cards
- 278 guests obtained vital documents (Birth certificates/IDs)
- 150 guests obtained more stable housing
- 63 guests connected with Mental Health providers
- 48 guests connected with the VA



Other Denver Rescue Mission Sites:

The Crossing:

- Bridge – Transitional Housing for clients that pay a fee based on their AMI
- Bridge Double Occupancy– Short Term Transitional Housing option for men who are employed or with fixed income and accruing finances to pay to move back in the community – nominal fee after 3 months
- New Life Program - 9 to 12-month Life Recovery Program for men
- Non-Congregate Family Shelter – Family short term Shelter option for referrals from the Connection Center – 3 months and can be extended
- All above programming is provided Bi-Weekly Case management, Counseling, Life skills and Employment Classes as well as Community Providers on-site

Ministry Outreach Center:

- Client Services – offers free clothing, food, and hygiene items to the community
- Holly Shelter – provides 200 overflow beds for men experiencing homelessness

Northern Colorado

- Fort Collins Rescue Mission – Provides 86 beds in a congregate shelter setting
- Harvest Farm – 100-acre farm offering 9-12 month life recovery program for 72 men

Other Catholic Charities Sites (Metro Denver):

Catholic Charities was founded in 1927; serves people across the lifespan at 76 locations in Colorado. In terms of other Denver operations:

- Smith Road Women's Emergency Shelter 24/7 congregate shelter
- Holy Rosary at Samaritan House Women's Emergency Shelter Overnight congregate shelter
- Samaritan House Downtown: Client Services, Veteran Services, Family Services 24/7; combination of congregate and non-congregate settings
- Mullen Home: Newcomer Families 24/7 Non-congregate shelter
- Marisol Homes: Single mothers and their children 24/7 Non-congregate Shelter



Supportive Housing

Jamie Rife, HOST Executive Director



Details about Supportive Housing, Homelessness Resolution Continuum

Supportive Housing combines apartments where residents pay rent based on income, along with on-site and community-based services to help individuals and families transition out of long-term homelessness back to having a safe place to call home. Research shows this form of housing is an effective way to end homelessness because it provides safe, stable homes with access to support from professionals who help residents coordinate services unique to their needs, which may include mental or physical health services, addiction treatment, job training, and more.

Details about HOST's Investment in Supportive Housing

HOST provides Supportive Housing investments in one to three* ways:

Construction gap financing

HOST's target gap investment for PSH developments is \$45,000/unit. This higher level of investment helps solve the gap in tax credits and private debt created because of the lower rents and higher operating costs.

Tenant supportive services

HOST invests in supportive services in PSH developments with a grant of \$1,500/unit/year over a 15-year contract. PSH developments are required to provide no fewer than \$7,200/unit/year in tenant services.

Project-based Homeless Resolution vouchers

HOST may provide an investment of locally-funded, project-based vouchers in PSH developments through a 20-year voucher contract. These vouchers are tied to the unit, rather than the tenant, ensuring that all tenants occupying a vouchered unit will pay no more than 30% of their income toward rent. HOST utilizes the CO Division of Housing annual voucher payment standard and supplements traditional Housing Choice Vouchers.

*Additionally, the D3 bond program was created to jumpstart the PSH pipeline and constitutes a portion of HOST's budget

Warren Residences (Saint Francis Center)

1630 E 14th Ave, Denver, CO 80218

Council District 10

HOST Funding: \$2M for Services and \$2.1M Bridge Loan
Supportive Housing



Warren Residences is a re-development project converted from a former church and was designed with large shared spaces that promote community and shared healing.

Warren Residences opened in October 2021. In this time, they have housed about 70 residents.

Warren Residences houses 48 individuals through the Coordinated Entry system. Of these 48 individuals, 10 are Veterans. All residents meet the criteria of chronic homelessness and disabling conditions. They pay up to 30% of their income in rent and can stay as long as they need.

WR has a Property Manager, Housing Director, 3 Full time Case Managers, 1 Peer Support Professional and 2 front desk professionals, in addition to overnight and weekend security.

Residents have access to Case Management and Peer-led services, including, but not limited to: reunification; cross-system coordination and navigation (health care, mental health, criminal justice system, recovery), monthly activities calendar, transportation, work and other housing stability supportive services.

The Saint Francis Center

- St. Francis Center (SFC) is a transformation hub for adults who are homeless in the metro Denver area, providing shelter along with a myriad of services that enable people to meet their basic needs for daily survival and to transition out of homelessness.
- St. Francis Center (daytime shelter) is open to adult men and women in the metro Denver area, providing a safe and welcoming environment for people during the day when other shelters are closed or overcrowded. In addition to daytime shelter, SFC offers a variety of programs and services for guests to utilize to begin to transition out of homelessness, including:
 - [Day Services](#)
 - [Employment](#)
 - [Housing](#) (4 PSH Programs, 1 under construction)
 - [Outreach](#)
 - [Off-Site Storage](#)
- St. Francis Center also is our contractor at Comfort Inn



All in Mile High



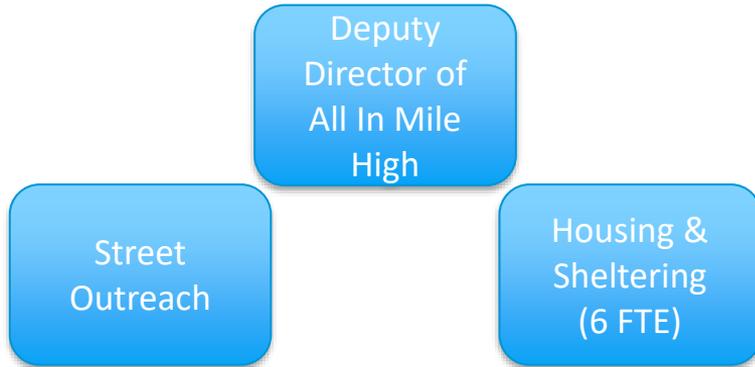
Cole Chandler, Deputy Director of All in Mile High, Mayor's Senior Advisor on Homelessness Resolution

Details about AIMH Pillar

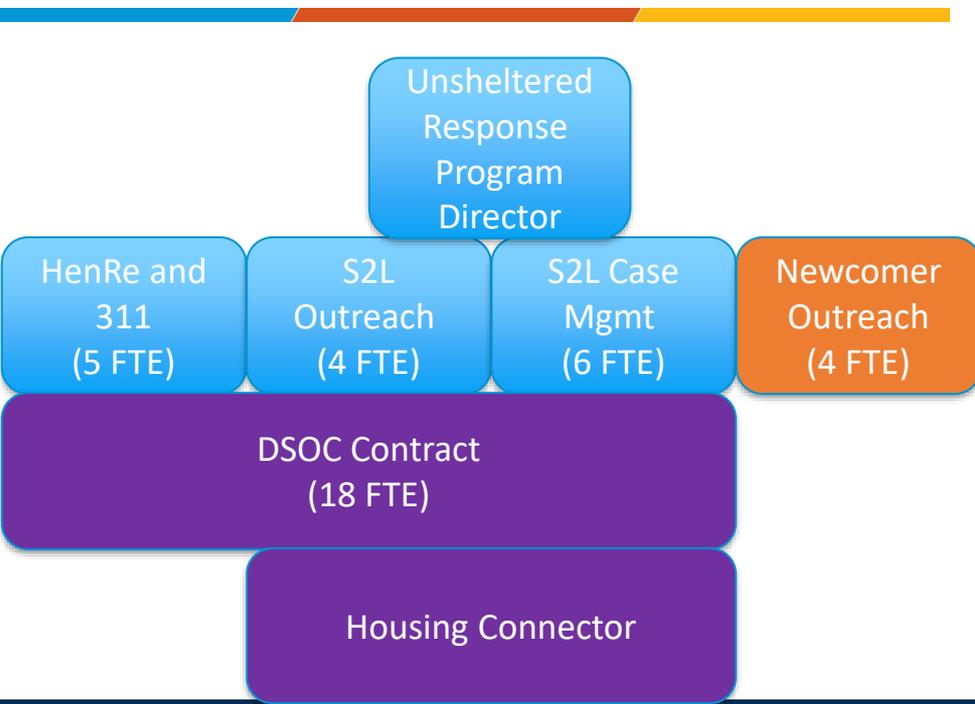
Comprised of 2 teams:

1. Street Outreach Team
2. AIM High Housing and Shelter Team (AIM High Sites, Rapid Rehousing, Shelter alternatives including SOS and Safe Parking)

Created to end unsheltered homelessness in Denver



Details about our Outreach team and Encampment Resolution



General Citywide Street Outreach Efforts

- 311 Call Response & "Old School Outreach"
- 265 Households targeted through general citywide street outreach efforts

AIM High Site Based Encampment Resolution

- Resolved in 7-10 days
- 750 Households targeted through AIM High Site Based Encampment Resolution Efforts

Street 2 Lease Encampment Resolution

- Resolved in 30 days
- 250 Households targeted through Street 2 Leased Encampment Resolution Efforts

Newcomer Street Outreach Team

- Created in June 2024
- Focused on navigating any newcomer individuals and families experiencing unsheltered homelessness into appropriate indoor options

Double Tree Hotel (“The Aspen” – The Salvation Army)

4040 Quebec

HOST Funding: \$10,090,903 in HRF(operations and services)

Council District 8

Non-Congregate Shelter

Overview

The Aspen primarily serves folks who have been living on the street in unsheltered homeless

Plans to serve 1,000 unique households annually with Non-Congregate Shelter (NCS).



Notes about basic services provided:

- 45 Staff
- 3 Meals per day
- Laundry
- Internet, phone, television

Case management and Services

- 24/7 Guest Services available
- Mental health support
- Substance misuse treatment
- Workforce training
- Assistance securing and/or submitting the necessary documents, replacing vital identification documents
- Assistance obtaining benefits and income acquisition
- Applying for subsidized housing
- Connection to physical health services
- Facilitating a smooth transition to long-term housing programs, including enrolling the client in rent assistance and case management services, meeting with individuals as they prepare for move-in, setting up utilities, assisting with transportation and support during lease signing.
- Transportation to necessary appointments

Elati Micro Community (The Gathering Place)

1375 Elati St

Council District 10

HOST Funding: \$1.451M

Non-Congregate Micro Community

- Transgender and gender non-conforming individuals experience homelessness at higher rates (unsheltered homelessness in particular).

- The Gathering Place's micro-community, Elati Village, provides shelter, community, and supportive services for transgender and gender-expansive individuals and cisgender women who were previously experiencing unsheltered homelessness.

- TGP has served 34 members since opening Elati Village in April 2024. TGP's micro-community can accommodate 44 members and continues to welcome new guests referred by HOST.

- 15 staff (currently fully staffed)



Basic services available:

- 3 meals per day
- Kitchen
- Showers
- Laundry
- 2 Community buildings with a commons area for gathering
- Private Bathrooms
- 2 Dog Parks
- Office
- Mail

Case Management:

TGP's three onsite case managers provide personalized support tailored to the unique needs of each guest. Within 24 hours of intake, guests are assigned a case manager who helps them navigate housing options, access mental and physical health services, and develop a plan for achieving long-term stability. The case management process includes regular check-ins, goal setting, and resource connection, addressing barriers such as discrimination, unemployment, and healthcare access.

- Housing Navigation
- Behavioral/Physical Health Services
- Gender Affirming Care
- Peer-Led Activities
- Culturally Inclusive Activities, Art
- Community Building Events

TGP Adult Day Programs for Women, Transgender, and Nonbinary Individuals

TGP Family Day Programs

TGP Day Shelter 2023 Program Impact

Housing-Focused Case Management: Assist members in securing housing, including connecting them to stabilizing benefits and services and providing ongoing support throughout the process.

Wellness Program: Offers resource navigation, education, peer support, and community activities to promote physical and mental health. Wellness navigators do not solely refer; rather, they are also tasked with the responsibility to listen, advocate, and act on behalf of the communities they support.

Art Program

Bridget's Boutique: Clothing bank helps adult members find essential seasonal clothing, work attire and comfortable, casual attire

Meals and Food Assistance: Provides freshly prepared meals three times daily and access to a food pantry.

Navigation Services: Links members to TGP programs and outside services to improve stability. Resource Navigators do not solely refer; rather, they are also tasked with the responsibility to listen, advocate, and act on behalf of the communities they support.

General Services: Members have access to showers, a nap room, hygiene supplies, laundry facilities, mail delivery, telephones, and a computer lab.

Meals and Food Assistance: Families can access up to 90 pounds of groceries monthly and enjoy nutritious meals served onsite.

Navigation Services: Resource Navigation links members to TGP programs and outside services to improve members' access to benefits, school enrollment, shelter, housing, and other resources. Resource Navigators do not solely refer; rather, they are also tasked with the responsibility to listen, advocate, and act on behalf of the communities they support.

Clothing & Essential Baby Products : Gently used and new clothing and winter gear for infants and children; diapers, wipes, formula, car seats, strollers, and other infant care items.

Family Specific General Services: showers, laundry, phones, mail, and rooftop playground are all in a separate family area, specifically designed for families.

Housing-Focused Case Management for Families Wellness Program.

- 1,077 children visited TGP, totaling 3,281 visits
- 4,678 adults visited, with 36,795 visits recorded
- TGP provided 102,223 meals through the kitchen and pantry
- 602 individuals utilized physical and mental health services
- Over 100 households transitioned into stable housing
- 234 individuals received job readiness coaching and support



Appendix

Denver Shelters



Serves ~9,600 households experiencing homelessness each year



Consists of congregate (shared/open areas) and non-congregate (individual rooms) facilities



12 providers across 25 facilities (see chart)

Denver Shelters

Shelter Program	Agency	Shelter	Population Served	Capacity
Radisson	Bayaud	NCS	Individuals/Couples	220 units
Stay Inn MC	Bayaud	MC	Individuals/Couples	53 units
4330 E 48th Ave	Catholic Charities	CS	Women	230 beds
Samaritan House Holy Rosary	Catholic Charities	CS	Women	50 beds
Smith Road	Catholic Charities	CS	Women	120 beds
Park Ave	CCH/TSA	NCS	Individuals/Couples	103 units
Santa Fe MC	CVC	MC	Individuals/Couples	60 units
Beloved Community Village	CVC	THV	Individuals/Couples	24 units
Welcome Village	CVC	THV	Women/Trans	19 units
Delores Project	Delores Project	CS	Women/Trans	50 beds
4600 E 48th Ave	Denver Rescue Mission	CS	Men	515 beds
Holly Center	Denver Rescue Mission	CS	Men	200 beds
Lawrence Street Shelter	Denver Rescue Mission	CS	Men	250 beds
Next Step Plus Families @ The Crossing	Denver Rescue Mission	NCS	Families	6 units
Family Shelter	Family Promise of Greater Denver	NCS	Families	8 units
Comfort Inn	St. Francis Center	NCS	Individuals/Couples	136 units
Elati MC	The Gathering Place	MC	Women/Trans	44 units
The Tamarac	The Salvation Army	NCS	Families	136 units
The Aspen/Denver Nav. Campus (Doubletree)	The Salvation Army	NCS	Individuals/Couples	289 units
Stone Creek (Best Western)	The Salvation Army	NCS	Individuals/Couples	180 units
Crossroads	The Salvation Army	CS	Men	300 beds
Lambuth	The Salvation Army	NCS	Families	20 units
Urban Peak	Urban Peak	CS	Youth	40 beds
Sinton's Sanctuary	Volunteers of America	CS	Women (3 beds for women vets)	25 beds
Family Motel	Volunteers of America	NCS	Families	30 units

Shelter Success Task Force

The Shelter Success Task Force kicked off on June 17 with its first meeting

The Shelter Success Task Force, comprised of shelter providers, people with lived experience as a shelter guest, advocates, and city staff will be discussing each of these 6 challenge areas:

- Shelter Staff Hiring and Retention
- Need for More Consistent and Thorough Staff Training
- Safety and Security in and Around Shelters
- Processes for Managing Guest Complaints
- Policies/Processes Related to Guest Discharge and Bans
- Support Needed for Special Populations including LGBTQ+, and Couples

These areas were identified after extensive interviews conducted earlier this year by HOST (including of people experiencing homelessness, advocates, shelter partners, and city agencies).

SSTF is meeting monthly beginning in June 2024, with the purpose of developing a list of recommendations for improvements in these identified areas.

Academic/Best Practice Research

- National Alliance to End Homelessness: [Working with Unsheltered People: Findings from the Alliance's Workforce Survey](#)
- National Alliance to End Homelessness: [UNLOCKING THE FULL POTENTIAL OF THE HOUSING FIRST APPROACH](#)
- Center For Supportive Housing: [Strengthening and Scaling Supportive Housing CSH Operational Challenges Survey Results](#)
- [19 Strategies for Communities to Address Encampments Humanely and Effectively | United States Interagency Council on Homelessness \(usich.gov\)](#)
- [Engaging Encampment Residents in Solutions](#) By USICH and Denver Mayor's Office