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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



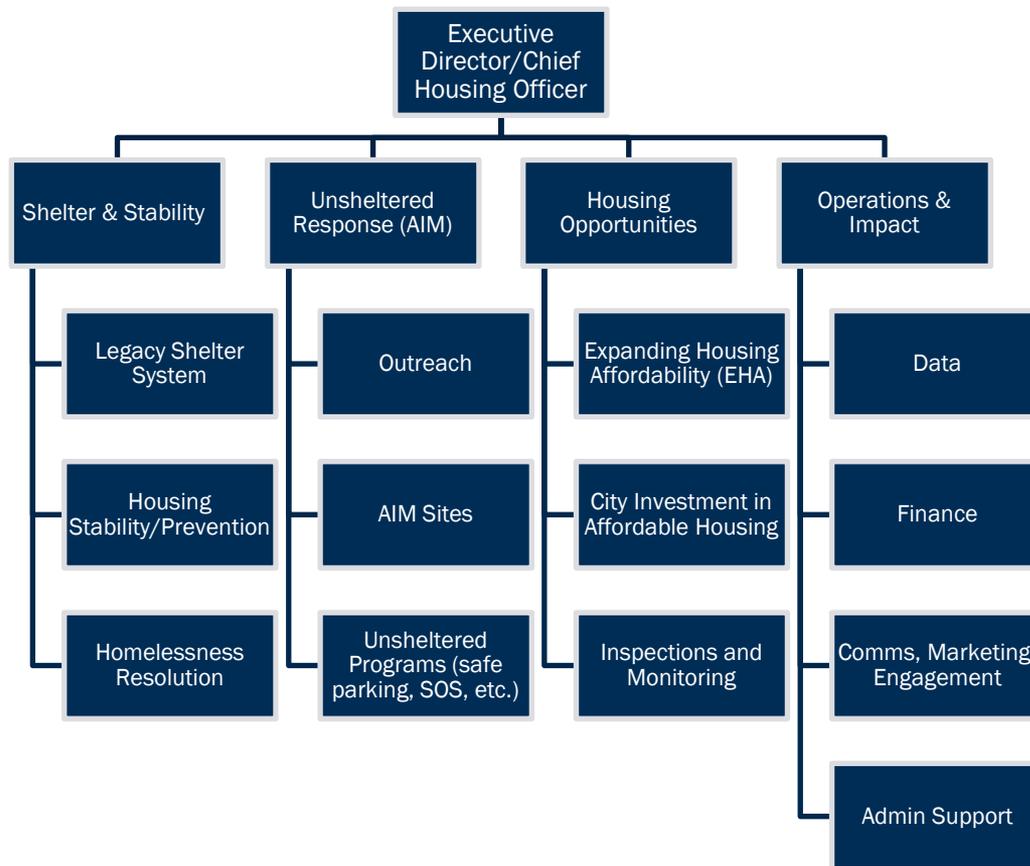
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# Budget Overview & Forecast

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

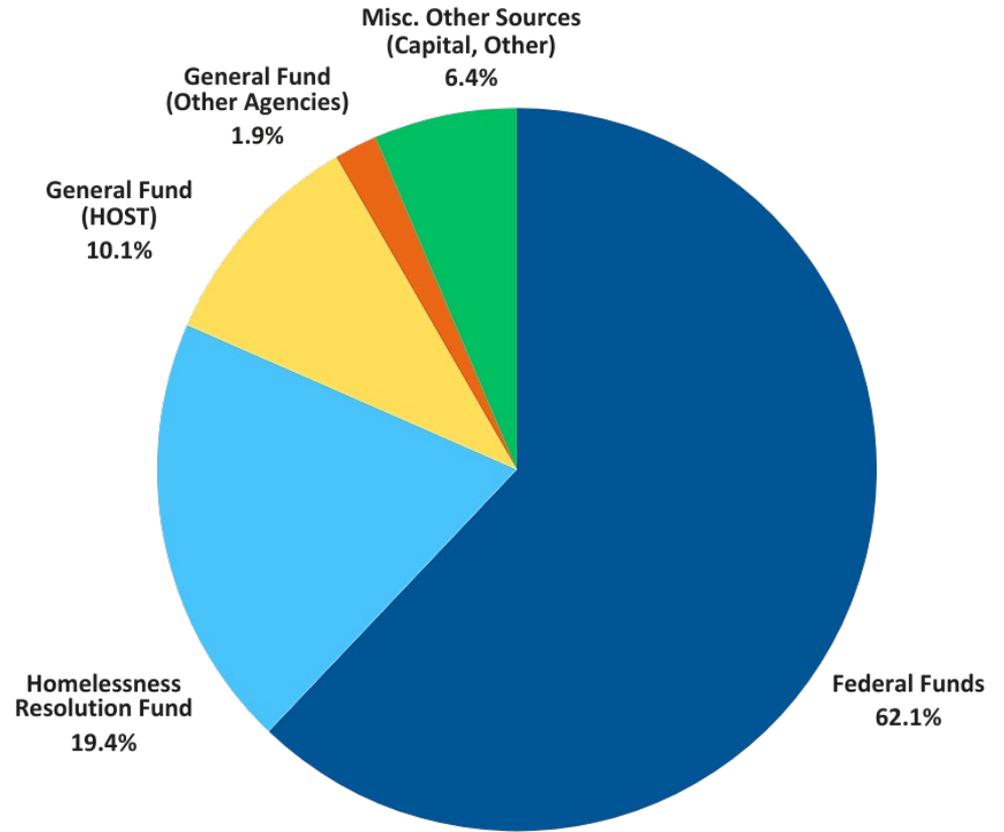
\* Does not include Tamarac Family Shelter

# 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

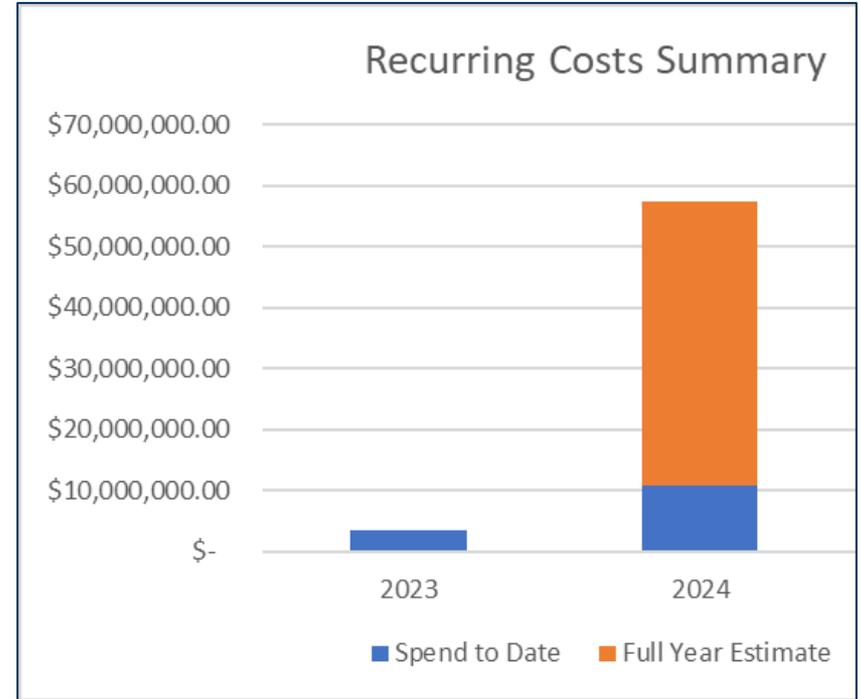
# 2024 Recurring Costs

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

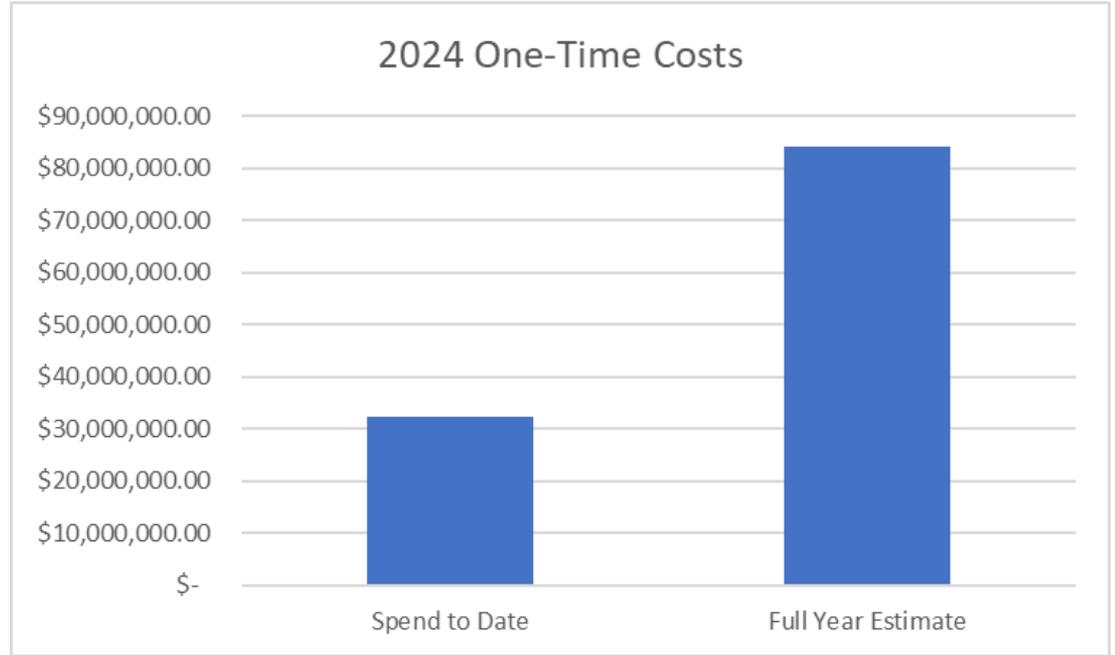
# 2024 One-Time Costs

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 (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 (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 (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 ( <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. (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. (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 (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 (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 (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 ( <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 (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 ( <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 (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. (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 (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 (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. (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 (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 (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?

# 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 - May 31, 2022	July 1, 2022 - May 31, 2023	July 1, 2023 - 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>