

All in Mile High in 2025 System and Contract Updates



Overall Goals

- 1000 Housing Exits through All In Mile High in 2025
- Move at least 85 households per month into permanent housing
- Solidify the process of the Housing Command Center and appropriately resource housing outcomes for AIMH sites
- Clarify the roles of contractors, the City, and other partners based on lessons learned over the past year
- Ensure individuals at AIMH sites have access to the quality services and supports that best meet their unique needs
- Align housing solutions for individuals with appropriate housing resources that set them up for success (private lease with rental assistance, vouchers, supportive housing, etc.)

Contract Improvements (all HOST HR Contracts)

Consumer Input

- Updating contract language to ensure consumer input is an integral part of each contract and to evaluate HOST interventions
- Releasing RFA to directly fund consumer feedback through survey methods, pending budget approval

Outcomes

- Updating contract language to ensure accountability, clarity, and equity of service provision
- Implementing logic models to show inputs, processes, outputs, and outcomes of each contract

Program Standards

- Developing program standards for different interventions
- Will include:
 - Training requirements
 - Best practices
 - Grievances
 - Financial management

Security Plan

- Beginning in 2025, all providers must submit a security assessment and plan for each site that HOST review and eventually approve.

Housing Central Command Overview

Service Delivery along the following verticals to be coordinated through the City-Led Housing Central Command for All In Mile High Clients in 2025

| Service Type | Housing | Health | Employment/ Income |
|------------------|---|---|---|
| Lead City Agency | HOST | DDPHE | DEDO |
| Core Services | Outreach Shelter Ops Intake/ Referrals Navigation Stabilization | Case Management (R2R); Behavioral Health; MAT/MO UD; Physical Health; Dental Health | Employment Coaching and Workforce Training targeted to those placed in RRH through CTI |

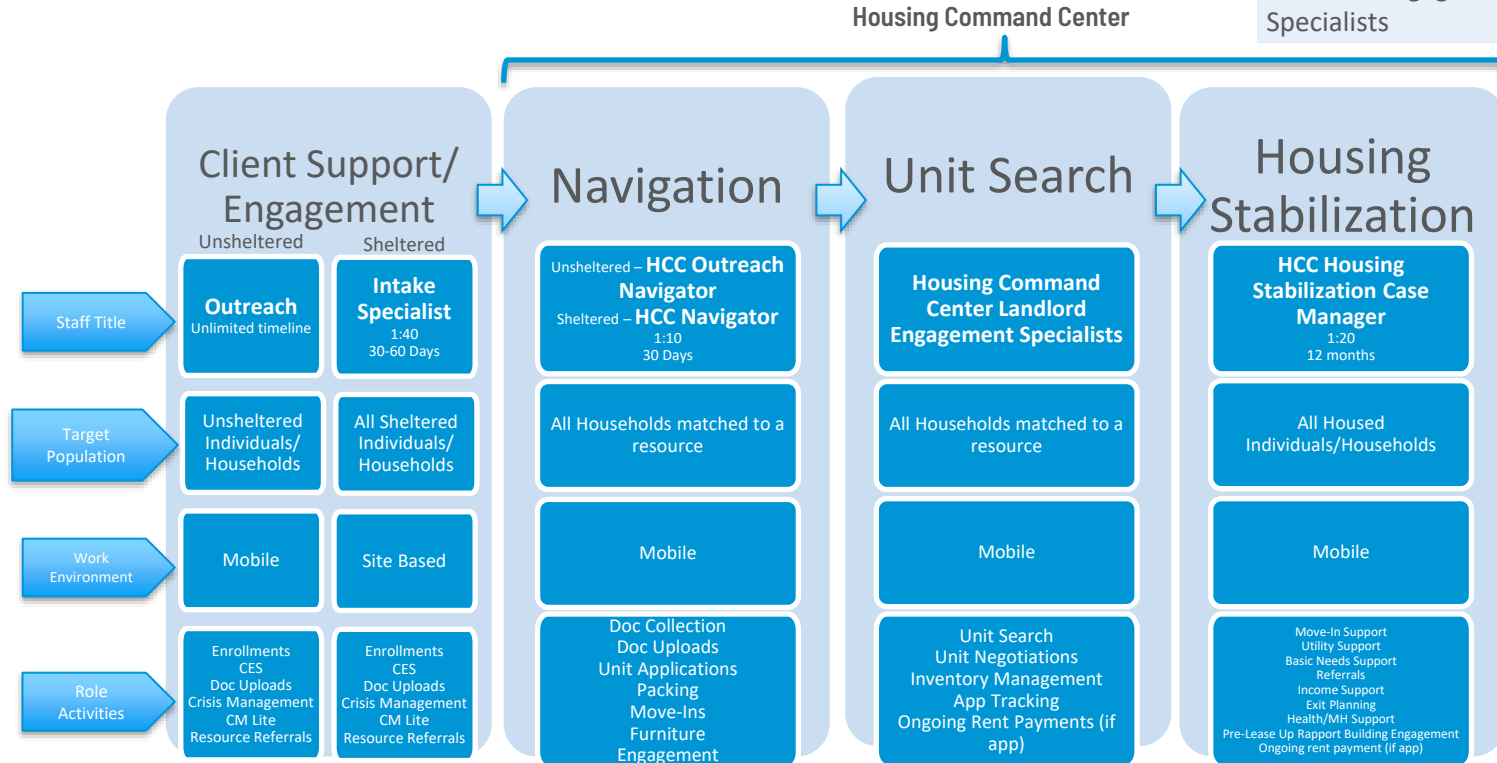
End Result: A Housing Focused Homelessness Response System, designed to deliver throughput and connect individuals to the appropriate services to sustain and support their housing long term.

Aligning contracts to achieve Housing Outcomes

- Budgeting for 1000 Housing Exits through All In Mile High in 2025
- Two key housing service functions will appear in 2025 contracts:
 - 1) Housing Navigators – support PEH with getting connected to housing resource and unit
 - 2) Housing Stabilizers – support former PEH once they enter unit to stabilize and maintain unit
 - 3) Intake Specialist – orientation to AIMH site, vital doc Aq, and housing assessments
- Realigning contracts to ensure uniformity in service delivery and outcomes to be coordinated through Housing Command Center efforts

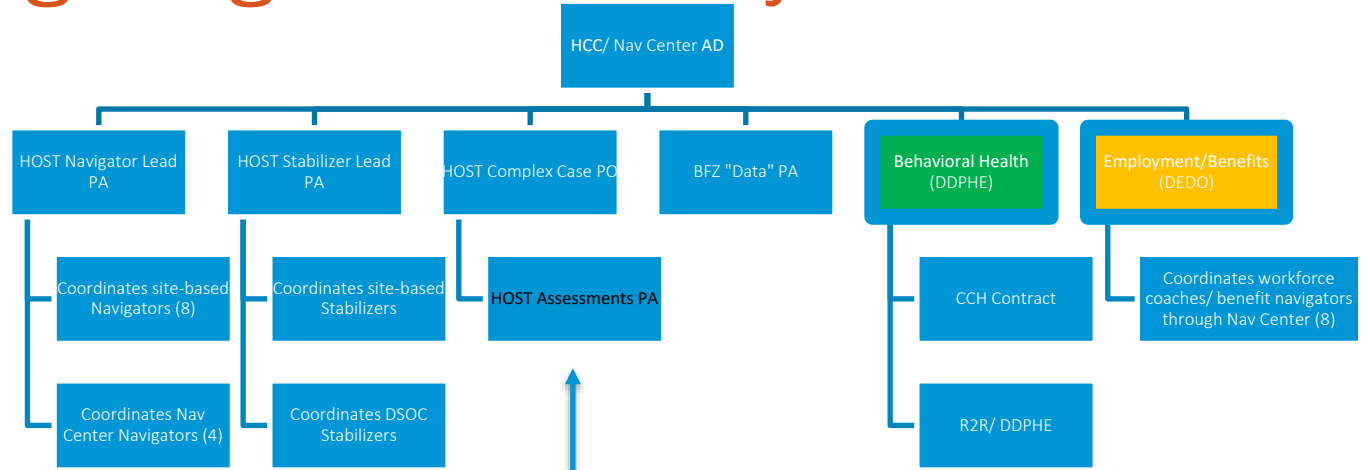
HOST System Staffing Plan

| Staff Role | 2025 FTEs |
|---------------------------------|-----------|
| Intake Specialist | 23 |
| Navigators | 12 |
| Housing Stabilization CMs | 28 |
| Landlord Engagement Specialists | 5 |

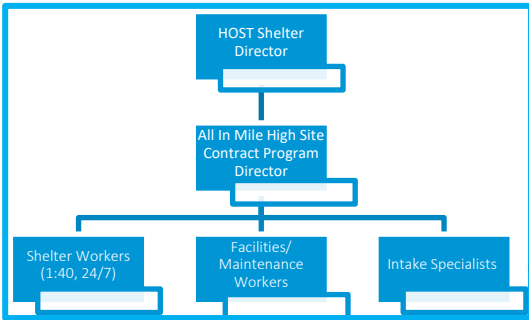


“HCC” = Housing Command Center

All in Mile High Organizational System



AIMH Site Structure



Contracts (and/or agency work) Supporting System

HOST

- **Bayaud Enterprises, Inc.** - Non-Congregate Shelter at Radisson
- **Bayaud Enterprises Inc.** - Stay Inn Micro-Community
- **Colorado Coalition for the Homeless** - Mental/Behavioral Health Services for AIMH
- **Colorado Village Collaborative** - La Paz Micro-Community
- **The Gathering Place** - Elati Micro-Community
- **St. Francis Center** - Comfort Inn NCS
- **The Salvation Army** - Best Western (Stone Creek) NCS
- **The Salvation Army** - Double Tree (The Aspen) NCS
- **Micro Communities Food** (In procurement)

DOF

Leases (leased and owned)

DDPHE

Physical and Behavioral Health

GS

Repair, maintenance, security

DED0

Income acquisition and workforce development (especially as folks are transitioning to live on their own and when they are leased up in their own apartment)



24-1619

Lease to Continue Operations at the Comfort Inn

Requested City Council Action

RR-1619 – Amends the lease agreement with Quebec Hospitality, LLC by adding \$11,592,000 for a new total of \$17,432,700 and 23 months for a new end date of December 31, 2025 for non-congregate shelter.



Lease Details

Location: 4685 Quebec Street, Denver, CO
80216 – 138 rooms

Contract Total: \$17,432,700 (\$120/day/room)

Contract Term: Through 12/31/2025

Vendor: Quebec Hospitality LLC



AIMH Leases

Radisson Lease, 4849 Bannock Street, Central Lodging, LLC

Comfort Inn Lease, 4685 N Quebec St., Quebec Hospitality LLC

Stone Creek Lease, 4595 Quebec Street, Denver Housing Authority





Appendix

Outcome Table Updates

VI. OBJECTIVE AND OUTCOMES

| Outputs: The direct results of program activities that may include types, levels and targets of services to be delivered by the program. They are indicators of how effective you were in implementing your program | Benchmark | Outcomes: The intended accomplishments of the program | Benchmark |
|---|-----------|--|-----------|
| Number of households to be served annually | 980 | | |
| Number of households served within the reporting period and contract period to date. | 980 | Number and percentage of all households who exit to a stable or permanent housing solution | 40% |
| Number of households served who stay overnight each night | 392 | Number and percentage of households engaged in rehousing services who exit to a stable or permanent housing solution | 50% |
| Number and percentage of households served who are engaged in individualized housing focus case management | 75% | | |
| Number and percentage of households who receive financial assistance | 75% | | |
| Number and percentage of households who receive referrals to mental health support | Count | | |
| Number and percentage of households who receive referrals to substance use support assistance | Count | | |
| Number and percentage of households who receive transportation assistance | Count | | |
| Number and percentage of households who receive employment assistance | Count | | |
| Number and percentage of households who obtain Vital Documents | Count | | |
| Number of Meals | Count | | |

Assumptions: Unless otherwise indicated, data will be pulled from Homeless Management Information System (HMIS).
Data Quality: Each reporting period am HMIS Data Quality Report must be uploaded to Salesforce with quarterly report. Data quality must be in alignment with expectations outlined by MDFH.

| Resources | Activities | Outputs | Metric | Outcomes | Metric | Impacts |
|--|---|---|-------------------|---|-----------------------|--|
| Staff (insert Ratio), including managers # beds/units in shelter Support Services Homeless Management Information System (HMIS) use Staff training Program Policies HOST funding | <ul style="list-style-type: none"> [shelter type] Bed & bedding Shower access Laundry Hygiene supplies Meals Resource Navigation Reunification Vital document acquisition Relationship building OneHome Access Housing Search Referrals to health-related services Weekly Case Management meeting Enrollments, annual assessments, case management notes, and exit assessments HOST required trainings Implementation of best practices Timely submission of invoices Participant feedback | Households served (inflow) | # Served annually | Average Length of Stay for Active | [base on performance] | Address Unsheltered Homelessness Complete shelter system transformation toward rehousing Improve homelessness resolution system for families |
| | | HH engaged in housing-focused case management | 20% | Average Length of Stay for Leavers | [base on performance] | |
| | | HH receiving financial assistance | 40% | Exits to permanent or stable housing, and institutions excluding deaths and unknown exits | 10% | |
| | | HH obtain/maintain vital documents | 40% | | | |
| | | Outflow (total exits) by destination | 80% | | | |
| | | Attendance of required HOST meetings | | | | |

Assumptions: Unless otherwise indicated, data will be pulled from the Homeless Management Information System (HMIS). Contractor will upload a HMIS Data Quality report in Salesforce with each quarterly report. Data quality must be in alignment with expectations and standards outlined by COHMIS (<https://cohmis.zendesk.com/hc/en-us>). All Metrics will be reviewed quarterly and annually.

Anticipated HOST 2025 Amendments/Contracts requiring Council approval

Prevention (Stability Contracts):

Jewish Family Service – TRUA
Jewish Family Service – ESG Prevention
Brothers Redevelopment - TRUA
Colorado Economic Defense Project (CEDP) - TRUA
Colorado Poverty Law Project (CPLP) - Eviction Legal
CEDP - Eviction Legal
Colorado Legal Services - Eviction Legal
Denver Urban Renewal Authority (DURA) - Renter
Homeowner Access Modification Program (RHAMP)
DURA Emergency Home Repair (EHR) - Community Navigation
Brothers - Foreclosure Financial
The Community Firm - Foreclosure Legal
East Colfax Community Collective (EC3) - Housing Navigation

Outreach:

Currently in procurement

Shelter (Transportation):

Central Student Transportation

Family Shelter:

The Denver Rescue Mission - Family NCS
Family Promise of Greater Denver – Family Shelter
The Salvation Army - Lambuth
The Salvation Army – Tamarac Family NCS
Volunteers of America - Family NCS
US Motels Denver – Severe Weather Emergency Shelter

Shelter:

Bayaud Enterprises Inc. Emergency Stand-up Shelter
Operations
Bayaud Enterprises, Inc. - Non-Congregate Shelter at Radisson
Bayaud Enterprises Inc. – Stay Inn Micro-Community
Catholic Charities - Shelter Operations & Programs
Colorado Coalition for the Homeless – Mental/Behavioral
Health Services for AIMH
Colorado Coalition for the Homeless – Bridge
Colorado Village Collaborative – La Paz Micro-Community
Colorado Village Collaborative - Safe Outdoor Space
Colorado Village Collaborative -Tiny Homes
The Delores Project - Shelter Operations & Programs
The Denver Rescue Mission - Shelter Operations & Programs
The Gathering Place - Elati Micro-Community
SafeHouse Denver – Shelter Operations
St. Francis Center - Shelter Programs
St. Francis Center – Comfort Inn NCS
The Salvation Army - Crossroads Shelter
The Salvation Army - Best Western (Stone Creek) NCS
The Salvation Army - Double Tree (The Aspen) NCS
Urban Peak Denver - Mothership
Volunteers of America - Sinton's Sanctuary
Micro Communities Food (In procurement)
Micro Communities Gardens

Rapid Rehousing:

Currently in procurement – anticipating 8 contracts

Supportive Housing Ops Funding:

Bluff Mercy LLC - PSH Bluff Lakes
Burgwyn Residential Management Services, LLC -Permanent
Supportive Housing
Colorado Coalition For The Homeless - Supportive Housing Pay
For Performance
Colorado Coalition For The Homeless - Housing First &
Transitional Housing
The Empowerment Program – CoC Bedrock PSH
Volunteers of America – Family Housing Program

Misc./Federal Funds

Bayaud Enterprises Inc. – Denver DayWorks
Colorado Health Network, Inc. - HOPWA
Colorado Coalition For The Homeless - Respite Care Program
Denver Housing Authority – Housing Manager
Denver Rescue Mission – Complex Case Management
The Empowerment Program – HOPWA
HUD Emergency Solutions Grant - Revenue Agreement
HUD Continuum of Care Bedrock – Revenue Agreement
HUD HOPWA – Revenue Agreement
Housing Connector – Landlord Engagement
Metropolitan Denver Homeless Initiative - HMIS support
The Salvation Army – Connection Call Center
Vivent Health, Inc. - HOPWA



HOST APTITUDES

1. *Humanely bring people indoors*
2. *Keep people safely indoors*
3. *House people*

DDPHE APTITUDES

1. *Core Public Health Services*
2. *Advancing Behavioral Health*



Budgeting for 1000 Housing Exits through All In Mile High in 2025

- Two key housing service functions will appear in 2025 contracts:
 - 1) Housing Navigators and
 - 2) Housing Stabilizers
- Realigning contracts to ensure uniformity in service delivery and outcomes to be coordinated through Housing Command Center efforts

Behavioral Health service delivery at AIMH sites beginning 10/1/2024. Clients assessed for acuity levels and appropriate intervention.

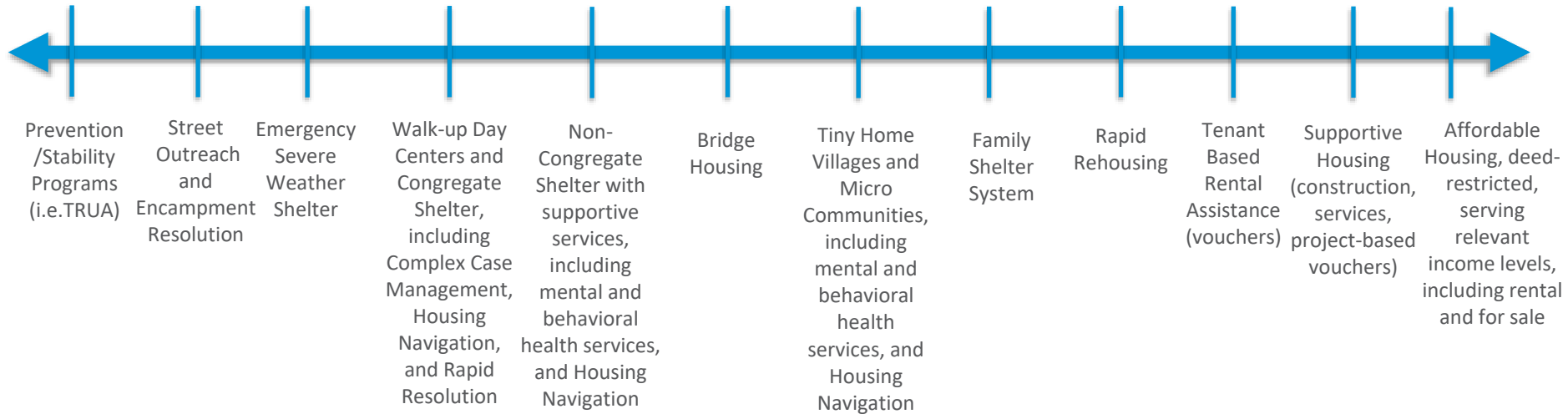
Services include:

- Intensive case management and treatment provision for those with high acuity Mental Health/ Substance Use Disorder
- And care-coordination to primary care, behavioral health, MAT/SUD treatment, psychiatry, and dental services for lower acuity clients

HOUSING COMMAND CENTER – NAVIGATION CAMPUS REFINEMENT

- Centralized method to coordinate Housing exits across the All In Mile High system
- Piloted with Double Tree clients in September - Expanding system-wide in October
- Allows HOST to identify appropriate housing and behavioral health resources for individuals based upon assessment and coordinate with service providers to deliver outcomes in a timely manner

Continuum of HOST Strategies



General Services Security Contracts Current Advancements In Progress



All In Mile High Sites

Salvation Army and Securitas operational meetings

- Manager/supervisor regularly communicate above mission, collaboration, standard operations, critical incidents, team accountability, information sharing, process improvement

Shift change meetings

- Staff-to-staff handoff to relay key information from shift to shift (active situations, concerns, work done to address items, proposed work to continue efforts, situational awareness and coordination with Salvation Army)

Critical incident reporting and communication tree

- Structured, consistent communication pathway for city, provider, and contractor leadership to share information during a critical incident