

# All in Mile High in 2025 and Beyond



# Executive Summary

## AIM is a Nationally recognized model delivering breakthrough results

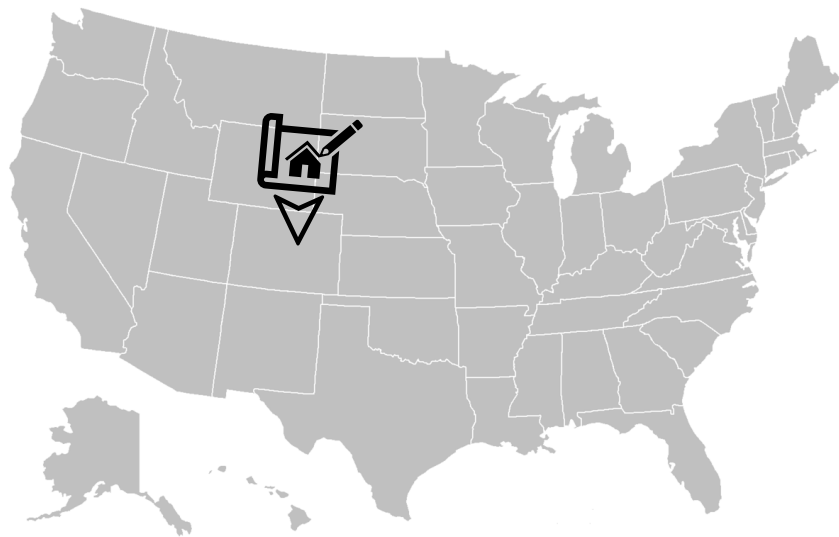
House1000/ All In Mile High adapted a national best practice model to our Denver context and launched with a focus on resolving Large Encampments and rapidly deploying Non-Congregate Shelter Hotels and Micro-communities to move people indoors from the streets.

AIM is a data-driven system, with constant evaluation by leadership, aimed at developing a comprehensive system designed to meet the needs of a dynamic challenge in our city

Based on this consistent evaluation, the system continues to evolve, especially in the key areas outlined below

Now that we have no large encampments, the formula to ending the cycle of street homelessness is evolving to include:

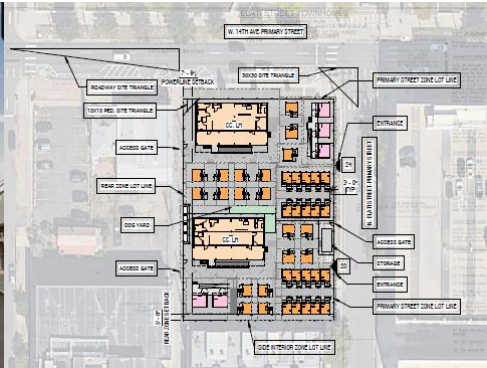
- Real time coordination of street engagement services to meet the needs of individuals on the streets;
- Improved evaluation of individuals arriving at AIM sites and charting pathways for their successful exit;
- Enhancing housing, behavioral health, and workforce service delivery through our shelter sites;
- And moving investments from short term shelters towards permanent housing resources



[How to End Homelessness](#): Columbia Magazine

# What did we Implement July 2023 - Now?

- 5 hotels and 3 new micro-communities
- Housing focused case management and contracted Physical and Behavioral health services at each site
- Transformed Encampment Resolution response
- Security enhancements produced 67% reduction in calls for emergency services
- Deployed Roads2Recovery Services systemwide
- Held Pathway to Employment Fairs (attended by 77 unique AIM guests)
- Good Neighbor Committees for each site
- 1000 ft. radius for priority response with key focus on Quebec Corridor



# What are the outcomes?



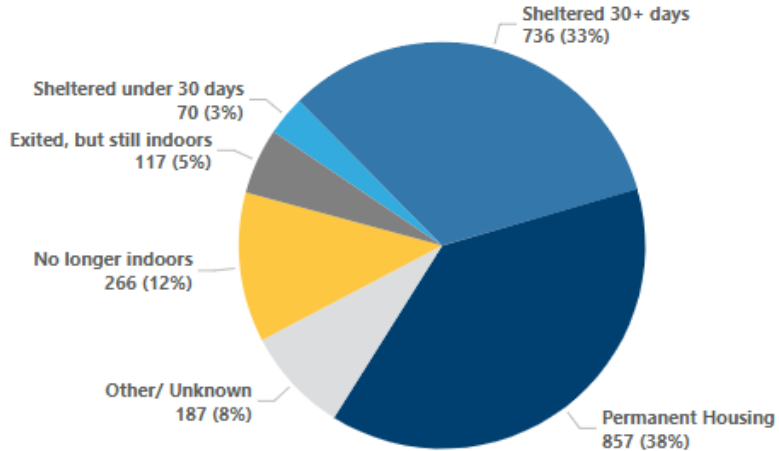
## Total Still Indoors

Non-group shelter +  
permanent housing

1,869

82%

## Current Location



2230+ people moved indoors

No more large encampments

850+ people housed

45% reduction in 311 and 911 reports

Ended the Cycle of Veteran Street Homelessness

# Goals in 2025 and Beyond

- 2023:** Bring 1000 people indoors by the end of 2023
- 2024:** Bring 2000 people indoors by the end of 2024, Connect 200+ to behavioral health services through Roads to Recovery
- 2025:** 2000 people indoors and 2000 people exiting homelessness by the end of 2025
- Beyond:** End the cycle of street homelessness in Denver

# 2025 Goals in Detail

- 2000 people moved indoors in 2025
- 2000 exits to housing in 2025
- 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 quality services and supports that best meet their individual needs
- Deploy Behavioral Health and Substance Use Disorder treatment services, as well as enhanced workforce service offerings
- Continue to reduce calls for service (911 and 311) at all sites
- Align housing solutions for individuals with appropriate housing resources that set them up for success (private lease with rental assistance, vouchers, supportive housing, etc.)
- Continue to interweave agencies, resources, and City initiatives to maximize our efficacy



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# Lessons Learned & Enhanced Service Delivery

# Key Evolutions for Addressing Street Homelessness in 2025

- Initial focus on Large Encampments evolving to a focus on real time coordination of street engagement services to meet the needs of individuals on the streets;
- Focus on evaluating individuals arriving at AIM sites and charting pathways for their successful exit;
- Enhanced housing, behavioral health, and workforce service delivery through our shelter sites;
- Moving investments from short term shelters towards permanent housing resources

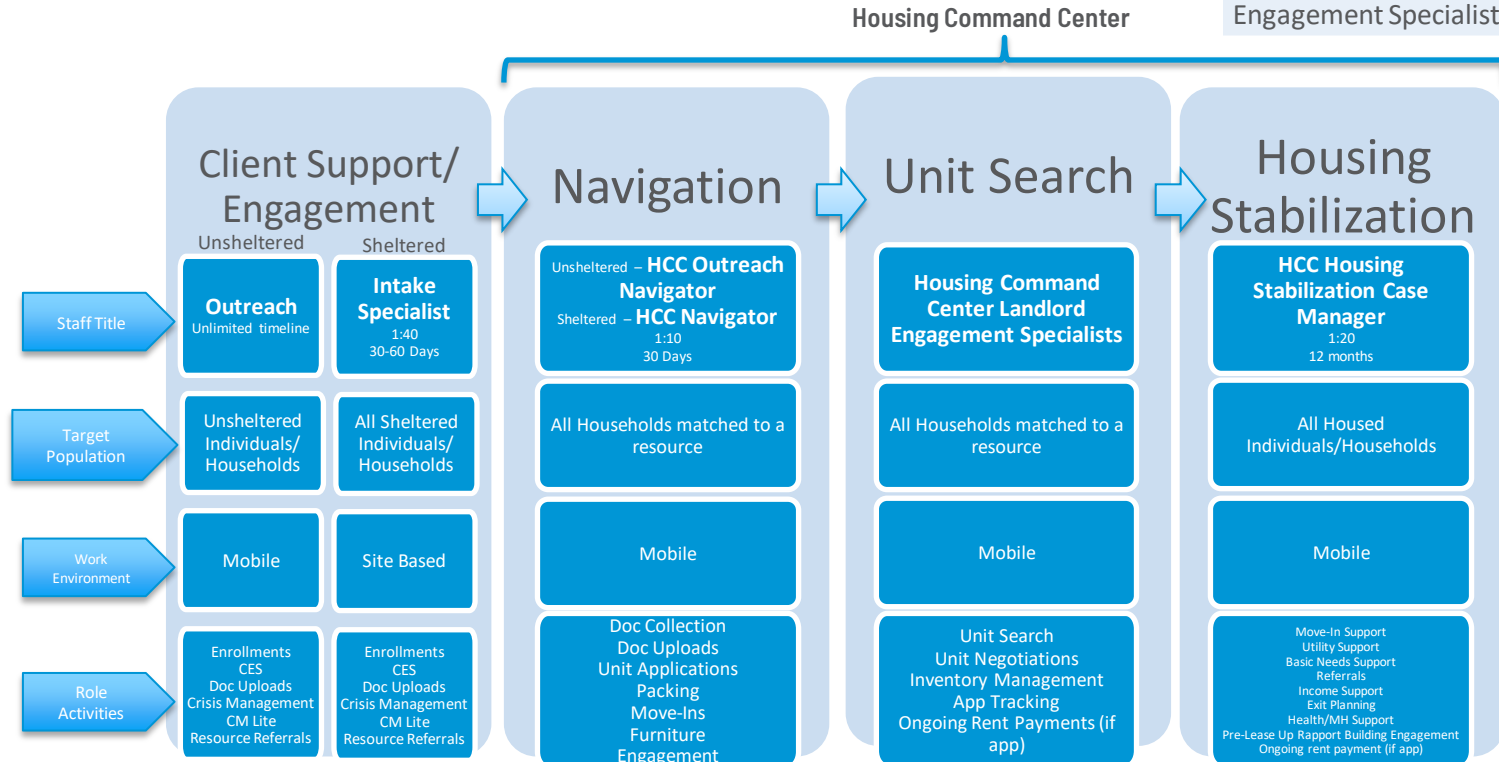


# Aligning contracts to achieve Housing Outcomes

- Targeting 2000 Housing Exits through All In Mile High in 2025
- Three key housing service functions will appear in 2025 contracts:
  - 1) Intake Specialist – orientation to AIMH site, vital doc Aq, and housing assessments
  - 2) Housing Navigators – support PEH with getting connected to housing resource and unit
  - 3) Housing Stabilizers – support former PEH once they enter unit to stabilize and maintain unit
- Realigning contracts to ensure uniformity in service delivery and outcomes to be coordinated through Housing Command Center efforts

# Lessons learned and evolution: System coordination for housing outcomes

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



“HCC” = Housing Command Center

# Physical and Behavioral Health Service Delivery via DDPHE

- DDPHE staff and contracted partners to begin service delivery at AIMH sites beginning October 1, 2024 – refined in Q1 2025
- Clients will be assessed to determine acuity levels and appropriate service intervention (primarily via CCH intake to identify behavioral health needs)
- Services will include:
  - Care-coordination via CCH to primary care, behavioral health, MAT/SUD treatment, psychiatry, and dental services for lower acuity clients
  - Intensive case management and treatment provision for those with high acuity Mental Health/ Substance Use Disorder as capacity allows

# AIMH DDPHE CONTRACTS

CCH Extension of current service contract – Q1 2025

CCH amendment to include enhanced behavioral health and SUD services – Q2 2025

New contracts and amendments to address gaps and other service needs Q2 – Q4 2025



# AIMH Services Available from Denver Workforce Development

- Three self-serve workforce centers in Downtown Denver, Montbello and DEN
- Career Coaching
- Priority Populations Team
- Contracts Team provides grants to 22 local nonprofits including:
  - Servicios de la Raza
  - Second Chance Center
  - GRID Alternatives
  - Cross Purpose
  - Activate Work

# AIMH Rapid Rehousing Referral to Denver Workforce

Created a referral form for AIMH participants placed into rapid rehousing to be connected to a Priority Population Program Administrator

Participants will be triaged based on their desire for training and employment or solely employment

- Participants who are interested in training will either receive a Workforce Innovation and Opportunity Act (WIOA) referral, a referral to a contracted partner or a nonprofit providing the type of training they are interested in
- Participants who would like to go straight to employment will join the **NextStep Employment Initiative**

# AIMH Referral to Denver Workforce Continued

NextStep Employment Initiative Includes:

- Workshops covering:
  - Resume writing, addressing employment gaps, and identifying transferable skills
  - Interview skills, communication, and professional etiquette
  - Job search strategies, networking, and long-term job retention tips
- Monthly NextStep Employment and Resource fairs including:
  - Career coaching
  - Employer booths
  - Resource hub
- Follow up services: Participants will have access to up to three one-on-one career coaching sessions and support from the Denver Workforce Centers after training to help them transition smoothly into employment



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# Inter-Agency Coordination, Evaluation, and AIMH Locations



# Inter-agency coordination

The following agencies are working within a coordinated Homelessness Response System focused on connecting people from the streets to shelter, housing, and long-term services to end the cycle of street homelessness in Denver.

Service Type	Housing	Health	Employment / Income	Real Estate	Site Support	Safety
Lead City Agency	HOST	DDPHE	DEDO	DOF	GS	Department of Safety
Core Services	Outreach Shelter Ops Intake/ Referrals Navigation Stabilization	Case Management (R2R); Behavioral Health; MAT /MOUD; Physical Health; Dental Health	Employment Coaching and Workforce Training targeted to those placed in RRH through CTI	Leases (leased and owned)	Repair, maintenance, security	Priority response

# Evaluation



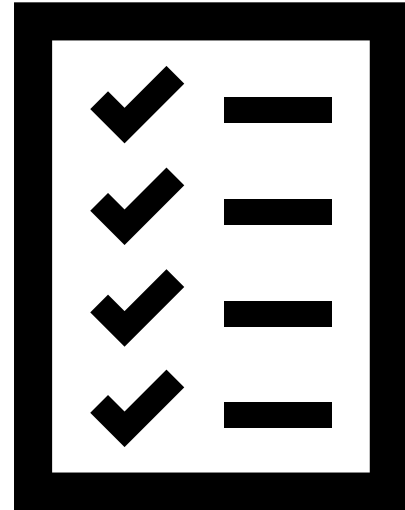
The AIM program has a level of evaluation and reporting that is above and beyond the typical city program (dashboard, city council report-outs, intensive, data-driven infrastructure)

We are contracting with nationally-recognized Urban Institute for a multi-year, longitudinal evaluation of our homelessness resolution efforts.

For those exiting to permanent housing, their outcome is being monitored for years to come to accurately understand our success

Every contract has a clear set of expectations that are in line with best practices for that program type. Additionally, for all contracts, the City and associated contract administrators monitor the performance of all activities and work hand in hand with each contractor to determine new pathways forward. Additionally, we are collecting and utilizing guest feedback in all city-funding shelters beginning in 2025.

As noted, we are consistently learning from data every day and adjusting based on what we have learned



# 2025 and Beyond for AIMH Locations

## i. Hotels

1. **4040 Quebec St. ("The Aspen" - Double Tree)**
  - a. City owned site
  - b. Purchased with state grant dollars
  - c. Intent to use as Non-Congregate Shelter or affordable housing for the next 20+ years per state agreement
2. **7500 E. Hampden (Tamarac Family Shelter)**
  - a. City owned site
  - b. Purchased with COP bond
  - c. Intent to use as a Family Shelter through December 2026 before RFP for affordable housing
3. **4595 Quebec St. ("Stone Creek" – Best Western)**
  - a. DHA owned site
  - b. Purchased with DHA Delivers for Denver Dollars
  - c. Leased for Non-Congregate Shelter through December 2027 with extension options
4. **4685 Quebec St. (Comfort Inn)**
  - a. Short Term Master Lease through Spring 2026
5. **4849 Bannock St. (Radisson)**
  - a. Short Term Master Lease through 3/31/25



# 2025 and Beyond for AIM Locations

## i. Micro-Communities

- 1. **12033 e 38<sup>th</sup> Ave. (Stay Inn)**
  - a. City owned site
  - b. Temporary Permit expires in December 2027
  - c. RFP for long term affordable housing currently under review at this location
- 2. **1375 Elati St. (Elati Micro Community)**
  - a. City owned site
  - b. Temporary Permit expires in April 2028
  - c. No long-term plan currently in place for the site
- 3. **621 Wesley Ave (La Paz)**
  - a. City owned site
  - b. Acquired through Land swap with CDOT
  - c. Temporary Permit expires in April 2028
  - d. Requirement to operate as micro-community or similar use or land reverts to CDOT
- 4. **Incorporating in 2025 – 4000 Monroe St**
  - a. City owned site
  - b. Temporary Permit expires in March 2026
  - c. Opportunity to leverage site for permanently affordable housing
- 5. **Incorporating in 2025 – 3800 Steele St**
  - a. City owned site
  - b. Temporary Permit expires in December 2026
  - c. Site will return to parking to support DHS East



# Contracts Supporting System

## HOST

- **Bayaud Enterprises, Inc.** - Non-Congregate Shelter at Radisson
- **Bayaud Enterprises Inc.** - Stay Inn Micro-Community
- **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

## DOF

- Leases  
(leased and owned)

## DDPHE

- CCH Extension of current service contract - Q1 2025
- CCH amendment to include enhanced behavioral health and SUD services - Q2 2025
- New contracts and amendments to address gaps and other service needs Q2 - Q4 2025

## GS

- Repair, maintenance, security

## DED0

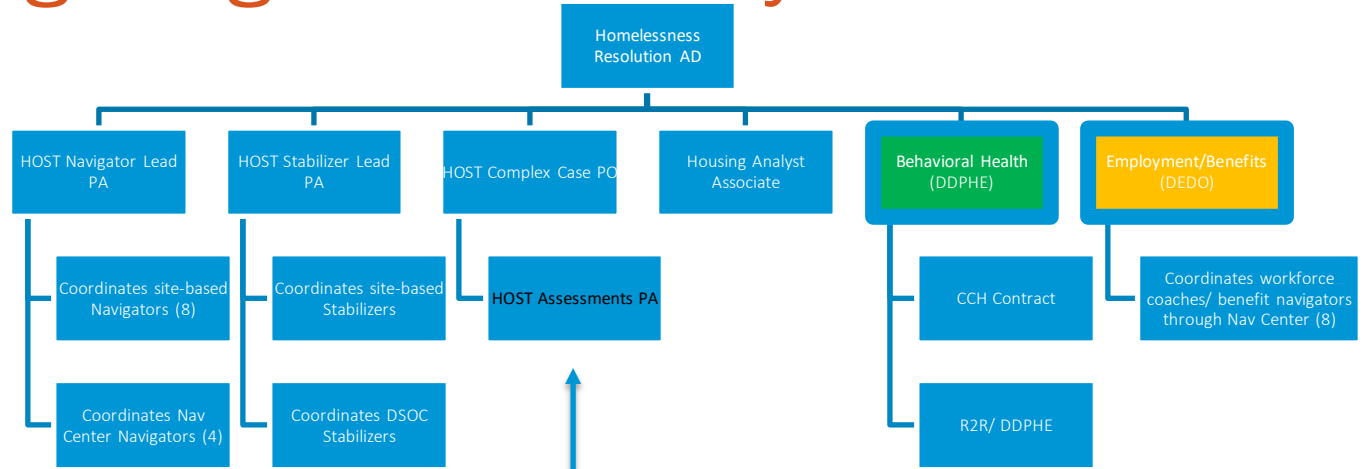
- Income acquisition and workforce development (especially as folks are transitioning to live on their own and when they are leased up in their own apartment)



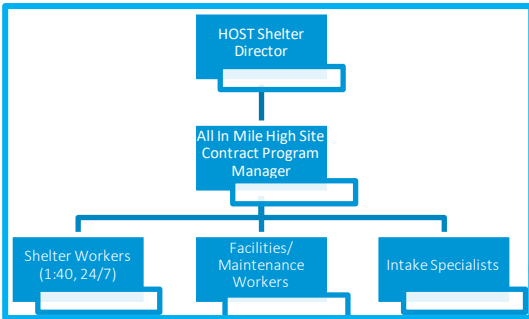
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# Appendix

# All in Mile High Organizational System



## AIMH Site Structure



# Continuum of HOST Strategies

