
THREE YEAR SHELTER PLAN STRATEGY MEMO

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for the City and County of Denver

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.

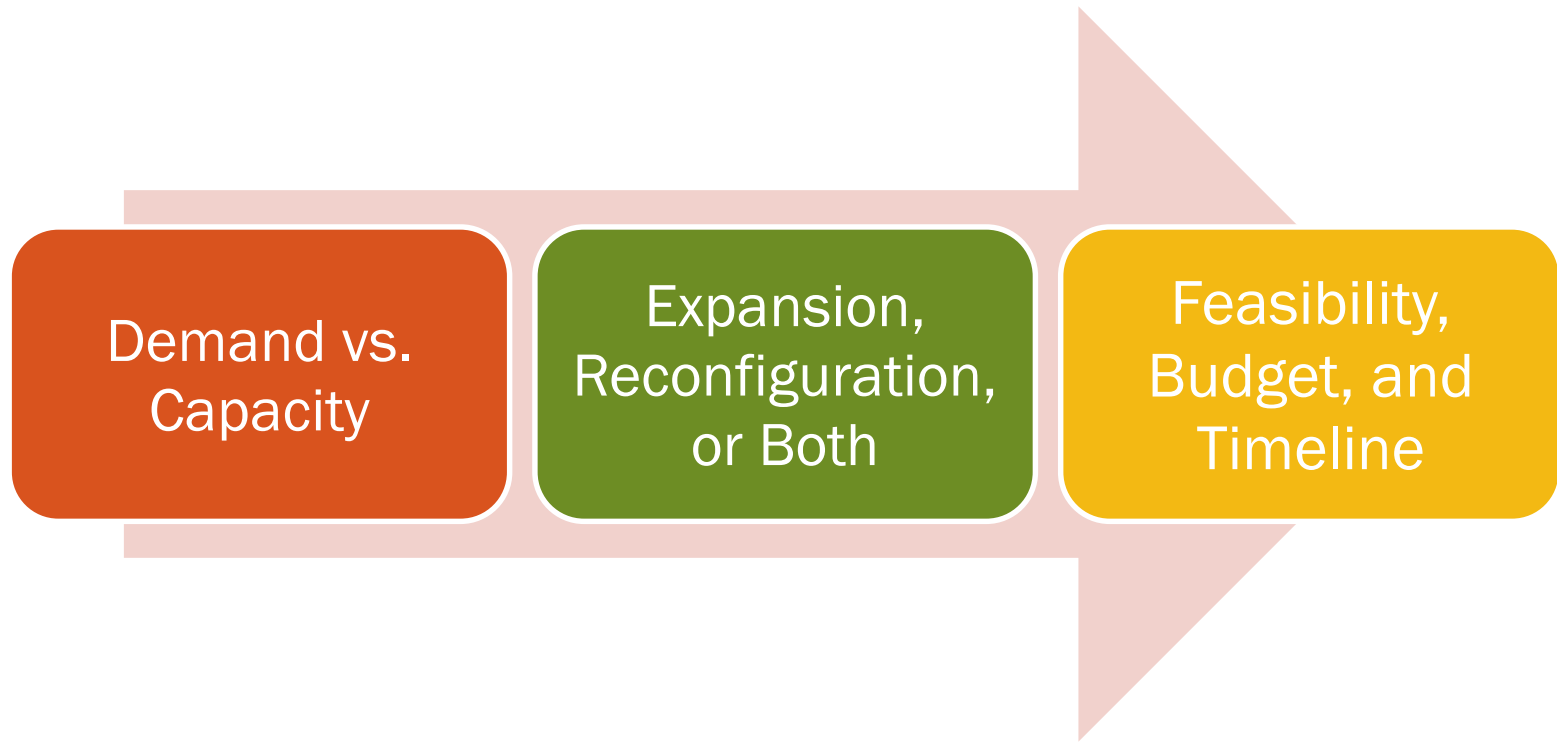
We just happen to be in a lead position to convene stakeholders, coordinate and leverage city resources, and evaluate collective impact.

Shelter System Vision

A collaborative, streamlined, high-quality system offered to anyone seeking shelter, putting them on a tailored pathway to housing stability.

--created by shelter providers in January 2018

Engagement Approach



Engagement Activities - May – June 2018



Engagement Products

Strategy
Memo

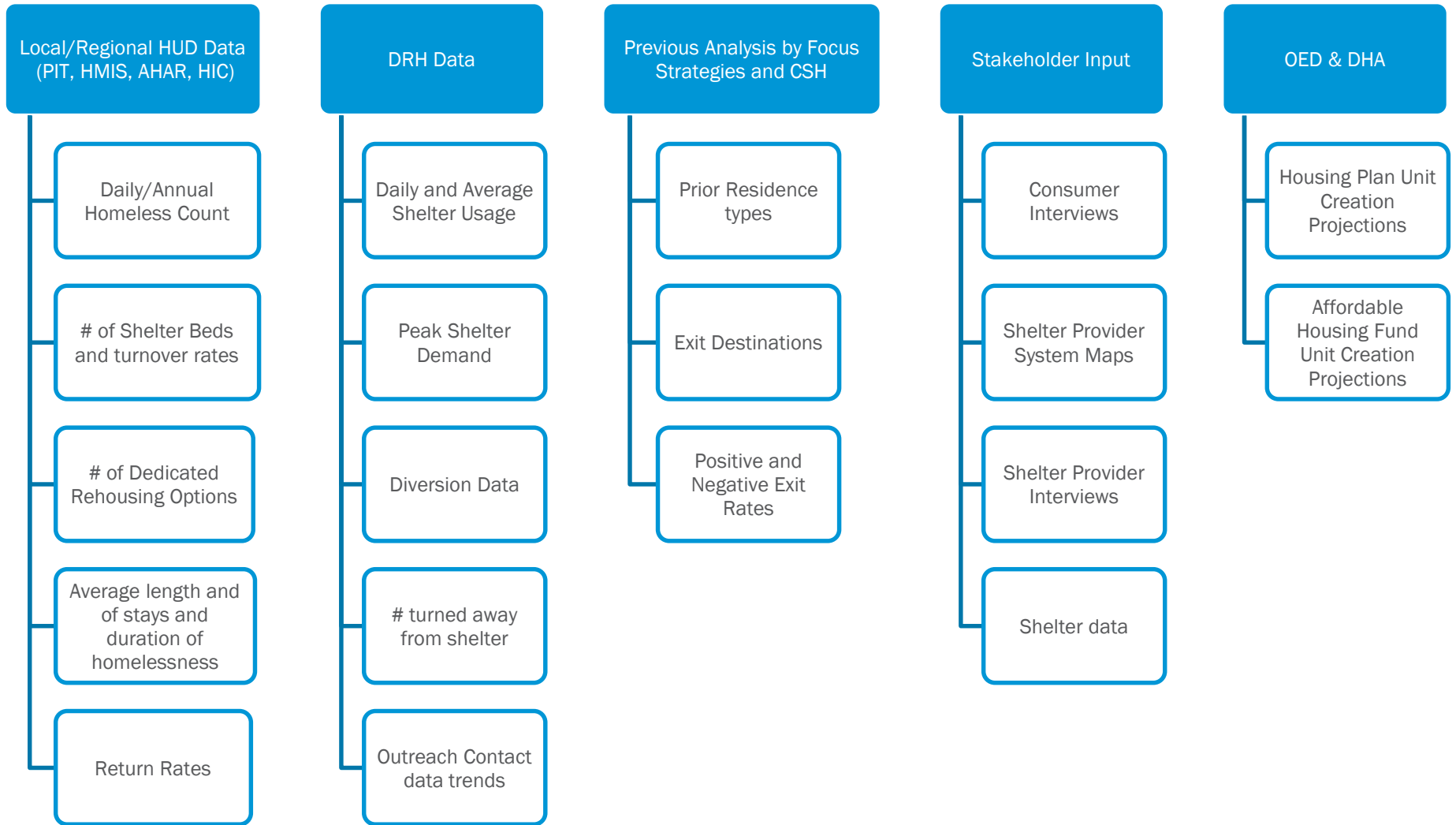
Exhibits

Action Plan

Cost
Projections

Demand vs. Capacity

A directional exercise to examine if Denver has enough shelter beds to meet daily demand and to identify which problems need solutions.



Demand vs. Capacity Conclusions

Single Adults

Models suggest that current shelter beds are not configured to readily accommodate all subpopulations and that expansion without reconfiguration will have little impact.

Seniors, medically frail, mobility impaired, disabled, and transgender individuals are most challenged and comprise at least 50 percent of the homeless single adult population at any given time.

Working individuals also struggle to maintain employment and navigate the cumbersome and time-consuming sheltering process.

Families

Models suggest current family sheltering is likely not adequate to meet demand and produce positive exits and expansion of traditional sheltering environments will not reduce inflow or produce substantially better results for families.

Unaccompanied Youth and Young Adults

Models suggest there is not enough youth-specific shelter beds and young adults are instead served within the adult shelters.

Problems That Require Solutions

Single Adult Shelter
Configuration Does
Not Serve All
Subpopulations

Cumbersome and
Time Consuming
Staging and Bussing

Lack of Focus on
Exits and
Connection to
Rehousing

Family Shelter
Structure
Contributes to
Instability

Lack of Youth
Specific Shelter and
Rehousing Options

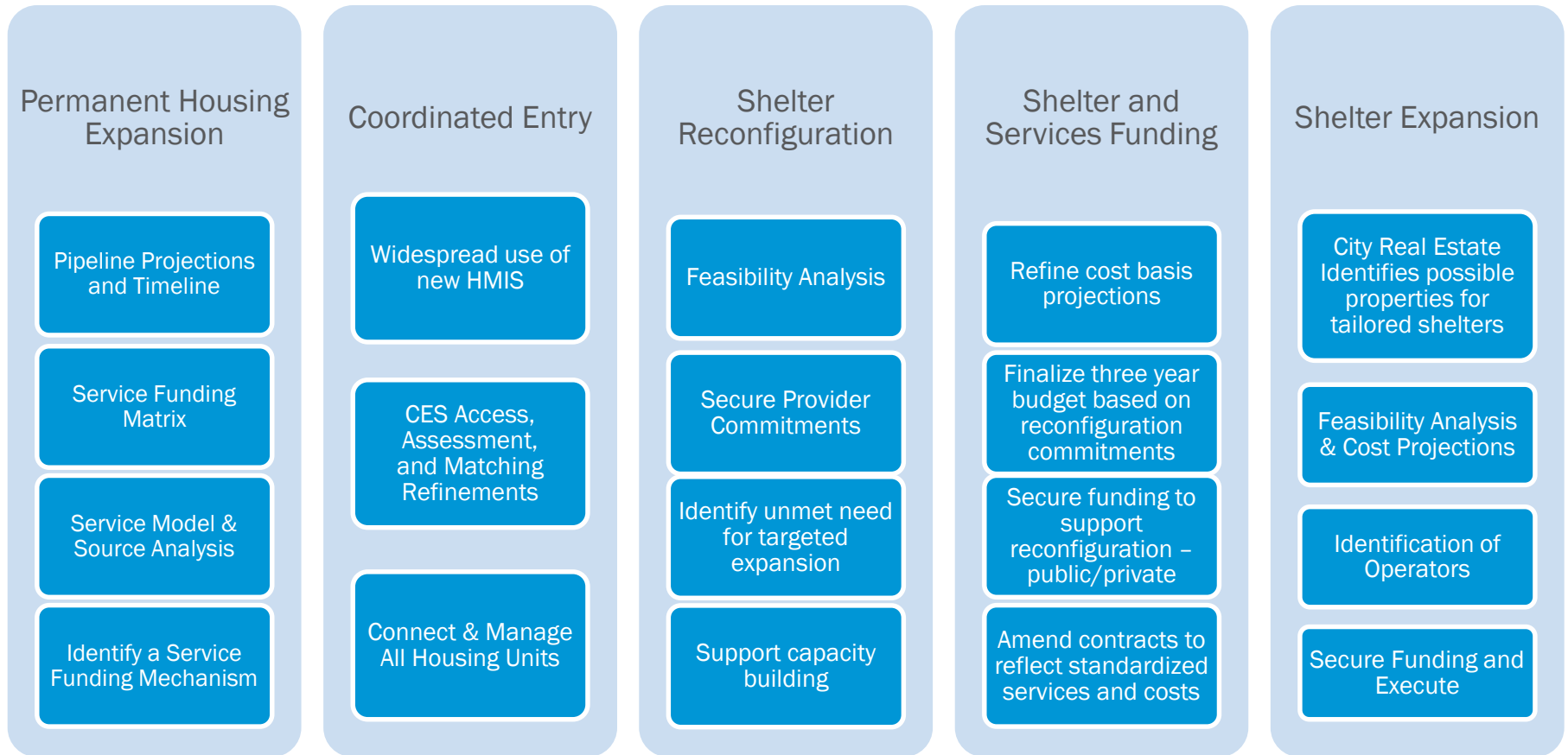
Expansion, Reconfiguration, or Both

Problems Requiring Solutions	Expand	Reconfigure	Recommendations
Single Adult Shelter Configuration Does Not Serve All Subpopulations	Maybe	Yes	Fully explore feasibility and costs to reconfigure current shelters and strategically expand to meet specific subpopulations once reconfiguration is exhausted
Cumbersome and Time Consuming Staging and Bussing	No	Yes	Recent expansion options have only exacerbated this problem; future expansion should only be considered if the sites have full-service residential services; reconfiguration is necessary to eliminate daily staging and bussing to meet basic needs and shift transportation to provide connection to services and rehousing activities.
Lack of Focus on Exits and Connection to Rehousing	No	Yes	Reconfigure environments to more effortlessly meet basic needs, shift service focus to exit navigation, and accelerate and enhance tech infrastructure to connect rehousing options
Family Shelter Structure Contributes to Instability	Yes	Yes	Expansion is only of value if the system first rethinks its sheltering approach, focuses on sheltering in place and services to support successful stabilization in housing
Lack of Youth Specific Shelter and Rehousing Options	Maybe	Yes	While adult shelter and rehousing options are not ideal, the relatively small number of youth can be prioritized and rehousing with supplemental youth-specific services attached. Doing so would eliminate that need to expand shelter and instead focus on developmentally appropriate support services

Strategic Recommendations

1. Reconfiguration of current shelter environments will functionally expand shelter options for those not well-served today.
2. The addition of new shelters should only be pursued after reconfiguration is exhausted.
3. The shelter system should more intentionally connect to rehousing activities to maximize successful exits and fully benefit from future city investments in homeless and affordable housing creation.
4. Expansion options likely to be considered include navigation centers, alternative affordable housing for working singles, and palliative care for the medically frail.

Summary of Action Plans



Next Steps

DRH will work with providers to:

- Finalize Reconfiguration Feasibility Analysis
- Finalize Reconfiguration Cost Projections
- Identify Unmet Need and Expansion Targets
- Finalize Expansion Cost Projections