

# New department of housing and homelessness

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SAFETY COMMITTEE MEETING  
JUNE 12, 2019

# Background

- ❑ Created city's first dedicated affordable housing fund in 2016, doubled it in 2018 to \$30 million annually
- ❑ Created Office of HOPE in 2017 to coordinate across agencies addressing housing and homelessness
- ❑ Conducted a structural analysis that recommended a combined department of housing and homelessness, but needed support for housing in interim
- ❑ Hired first Chief Housing Officer, Britta Fisher
- ❑ Fortified housing division within DEDO
- ❑ Conducted research on peer city organizational structures for housing and homelessness
- ❑ Mayor Hancock announced new department of housing and homelessness at annual Housing Forum on April 19, 2019

# What we know today

- ❑ Britta Fisher will lead the new department
- ❑ New department will bring existing housing and homelessness programs, services and development under a shared and standalone structure
- ❑ New department will bring together the work being done by Denver Economic Development and Opportunity's (DEDO) Housing Division and Denver's Road Home (DRH)
- ❑ DRH staff have already started to report to Britta as a first phase of the transition
- ❑ Working toward launch in January 2020, and will spend the summer and fall on transition planning
- ❑ Internal and external partners will be engaged throughout the process of developing the new department
- ❑ Existing programs and services will continue to operate normally throughout the transition

# Some outstanding issues

- ❑ We do not yet have a final name for the new department
- ❑ We do not yet have a formal structure for the new department
- ❑ We do not yet have a final budget for the new department
- ❑ We do not yet know where the department staff will be located long-term

# Key Governance Considerations

- ❑ Office of Economic Development created through Executive Order 28, including housing
- ❑ Denver's Road Home created through Executive Order 91
- ❑ We are expecting to revise both XOs:
  - XO 91 will create the new department
  - XO 28 will include some changes:
    - Name of OED to Denver Economic Development and Opportunity (DEDO)
    - Remove housing from DEDO
    - Minor updates to the other existing DEDO divisions
- ❑ We will also need to clean up references in the municipal code and rules and regulations that refer to old agencies (e.g.: Affordable Housing Fund is under Office of Economic Development)

# Staff and Stakeholder Engagement Process

- 1) Key city agencies (DEDO, DHS, CAO, HR, DOF) and staff are providing input on the governance, structure and function of the new department and supporting the overall transition
- 2) Stakeholder committee of housing and homelessness experts to:
  - Identify opportunities for synergies across the housing spectrum from homelessness to homeownership
  - Inform the structure and function of the new department
  - Inform ongoing strategic planning and community engagement efforts as the new agency is developed and resources are aligned
  - On going engagement process
- 3) Supplemental focus group conversations with other experts/groups

# Timeline – Key Milestones

April – May 2019	June – July 2019	August – September 2019	September – January 2020
Information gathering	Internal and external stakeholder engagement	Finalize executive orders to establish new department	2020 Budget finalized
Internal Working Groups launched	Decision making: Department name Initial structure/function	Package of changes to the municipal code to support new department	Package of rule changes and policy updates to support new department
External stakeholder engagement begins	Initiate updates to executive orders to establish new department	Internal and external stakeholder engagement	Strategic Planning
	2020 Budget process begins	Community Engagement	Internal and external stakeholder engagement  Community Engagement

# Denver's Road Home Update



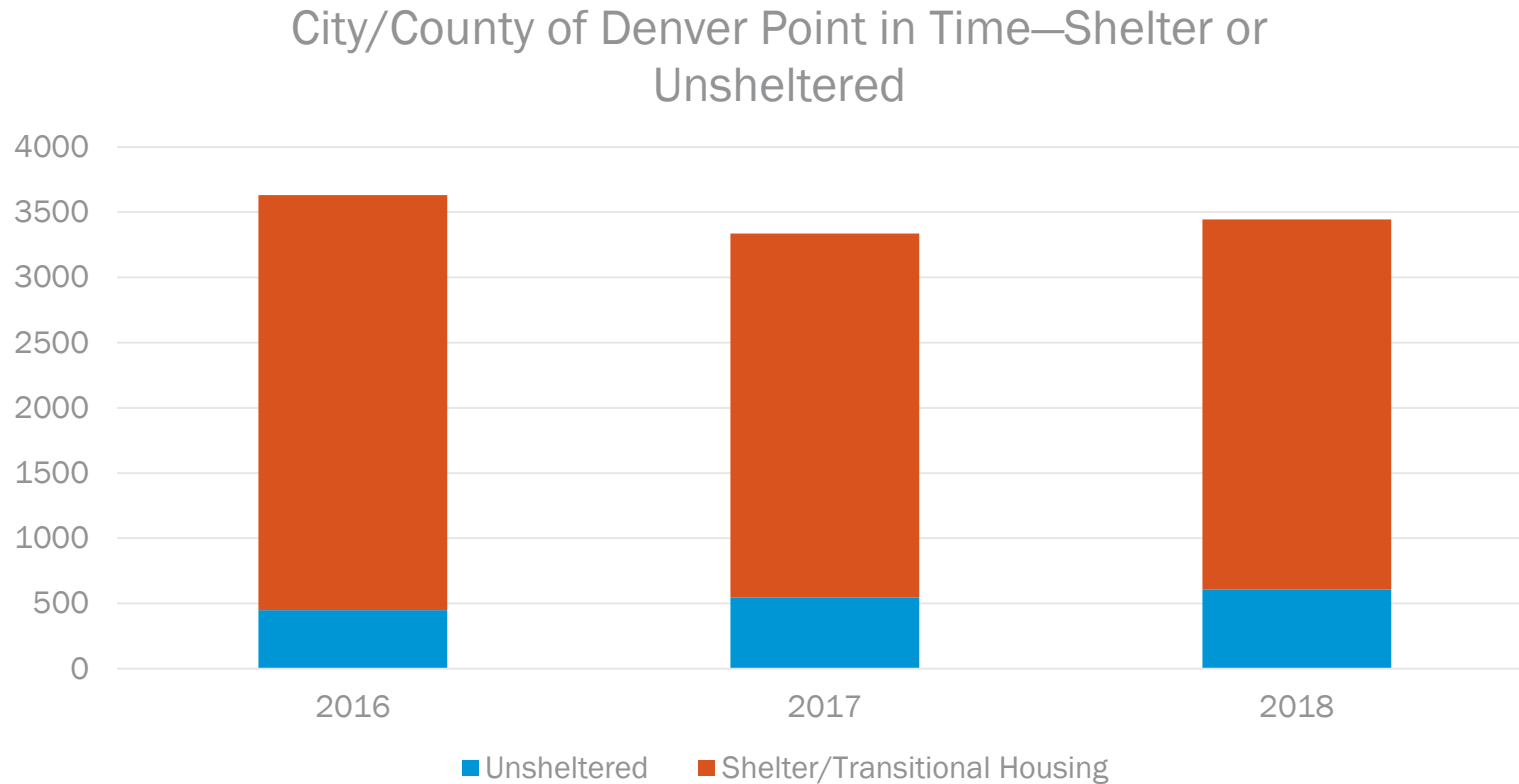
# Denver's Road Home Mission

*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 are in a lead position to convene stakeholders, coordinate and leverage city resources, and evaluate collective impact.*

# Homelessness in Denver — Point in Time Data



# Homelessness in Denver — Point in Time

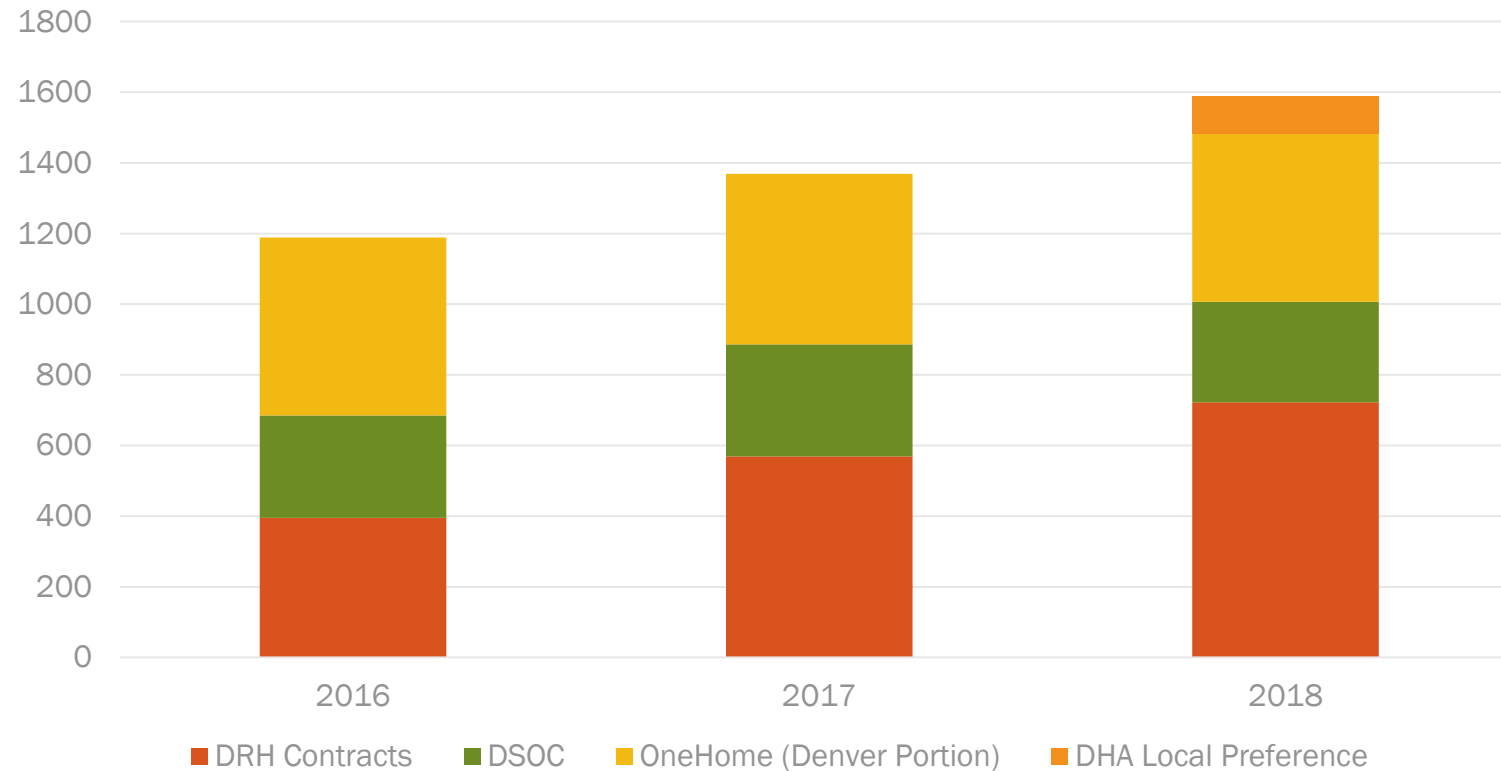
Between 2016 and 2018 the Denver County Point in Time reports:

- 35.6% increase in unsheltered homelessness (449 to 609)
- 10.9% decrease in shelter/transitional housing (3182 to 2836)

Still, unsheltered remains a smaller segment of the total homeless population. 15.4% of people identified across the three years reported being unsheltered.

# Homelessness in Denver — Permanency Outcomes

DRH Outcome to Permanent Housing 2016-2018



# Homelessness in Denver — Permanency Outcomes

Between 2016 and 2018 Denver's Road Home partners achieved a 33.8% increase in permanent outcomes to housing and reunification.

- These are not all “Permanent Supportive Housing” outcomes, but reflect “permanent” exits from homelessness
- Largely cultivated through Rapid Resolution and Rapid Rehousing

Expressed as proportion of PIT count of all homeless, we've moved the needle positively 13.4 percentage points (32.7% to 46.1%) between 2016 and 2018.

Since the beginning of Mayor Hancock's first term, 7552 households have moved from homelessness to housing/reunification through Denver's Road Home's supported programs.



- Denver's Road Home has reviewed proposals for Peer Navigation Services in Shelter Environments
- These roles will engage day and overnight shelter guests to assure deepened relationship to services.
- The positions intentionally ground professionals with lived experience in homelessness to first/early engagements.

## Peer Navigation Services



- Denver's Road Home is currently reviewing proposals for expanded capital and program investments in day shelter service
- Total estimated funds available are \$3.2m in capital improvements and \$7.5m in operating costs over 3 years.
- Proposals will develop essential services, as well as deepen supportive services for shelter guests. These investments are contributive to recommendations of the 3 year shelter plan.

## Shelter Service Expansion

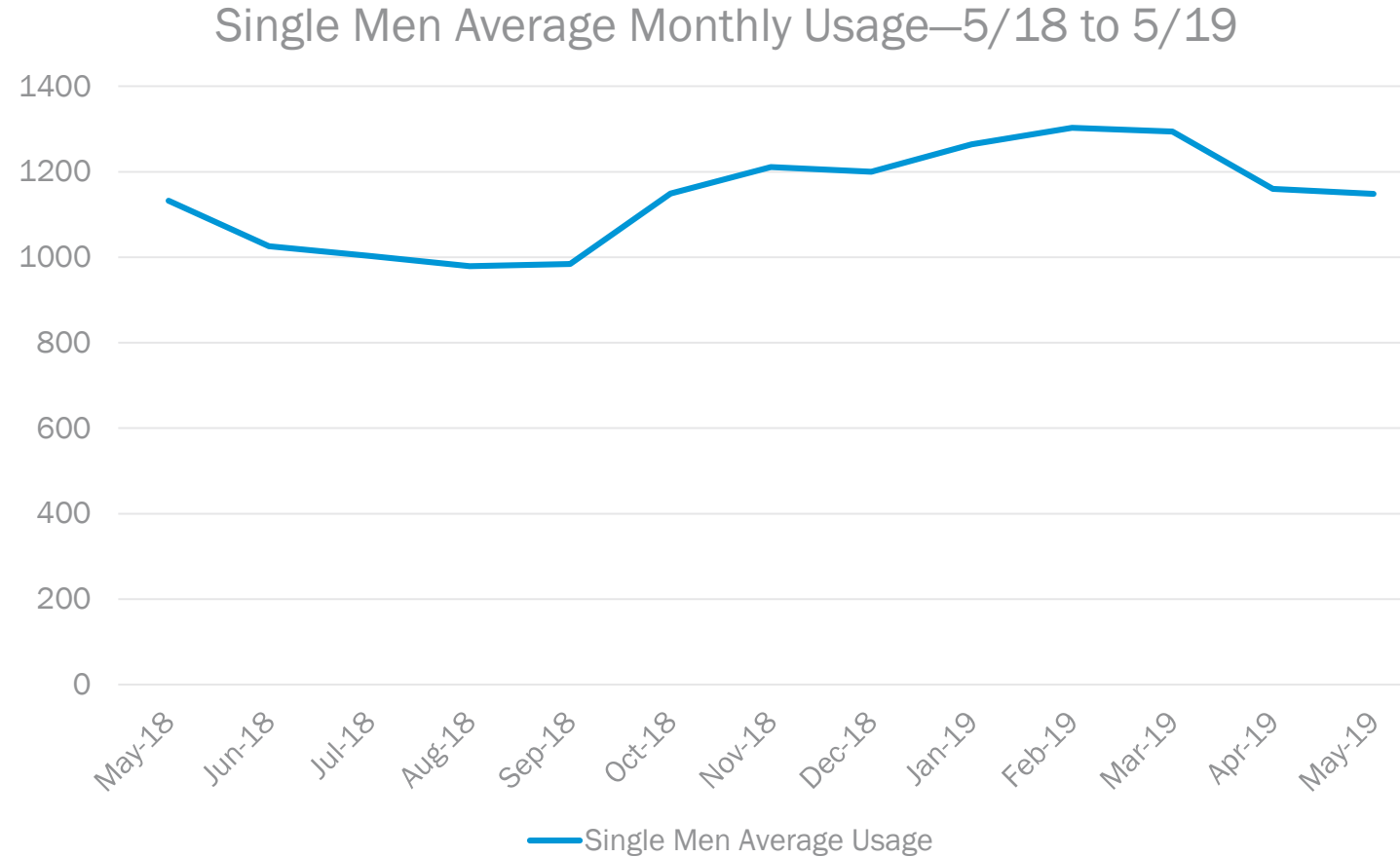


## Bridge Housing Opportunities

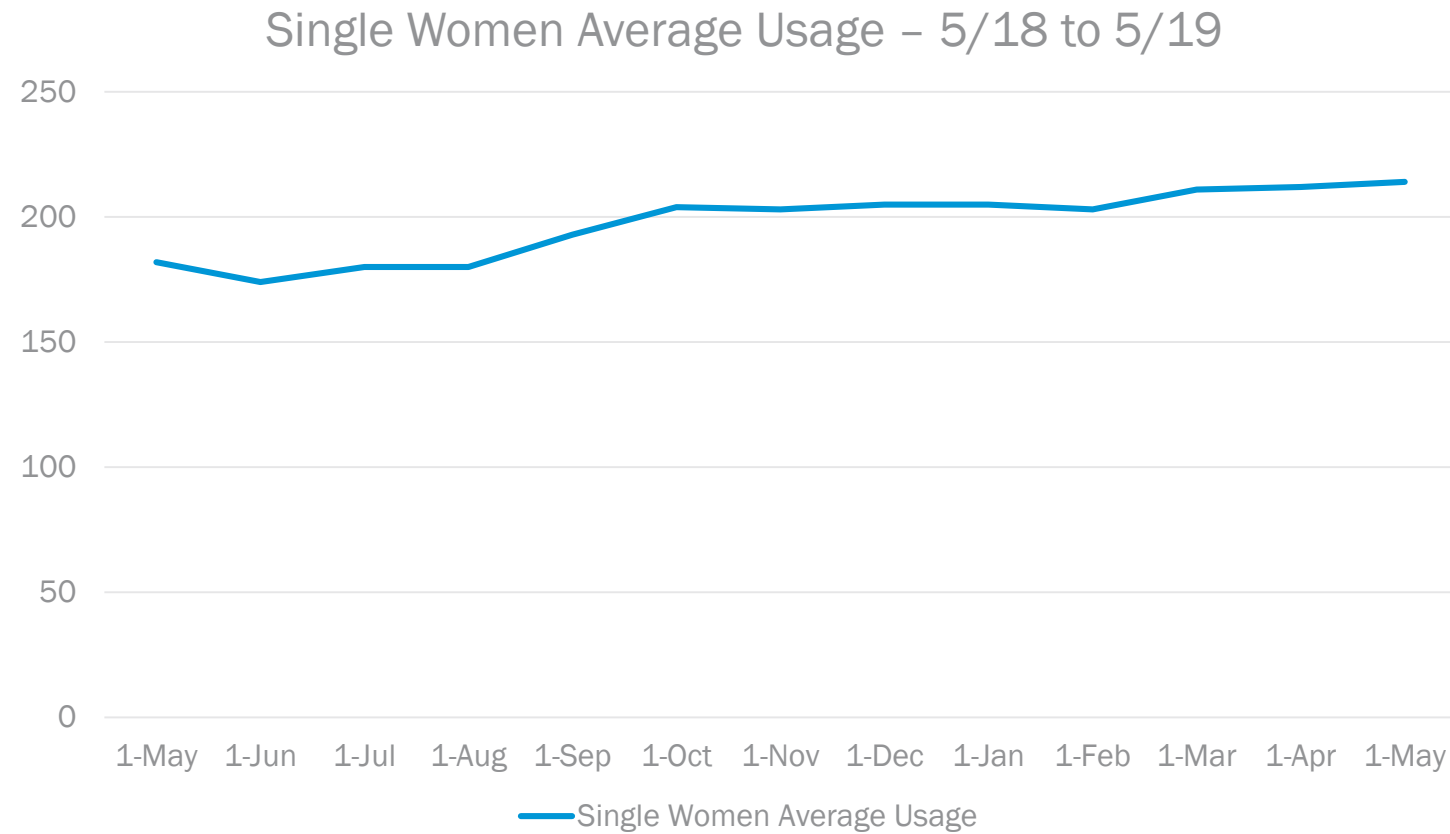
- Denver Economic Development and Opportunity's (DEDO) Division of Housing will provide a request for proposals for short term bridge housing to individuals while awaiting availability of a permanent housing unit.
- These would be apartment units that provide stabilization to individuals/families in homelessness prior to a final move into permanent housing.
- RFP is anticipated to be released in mid-June



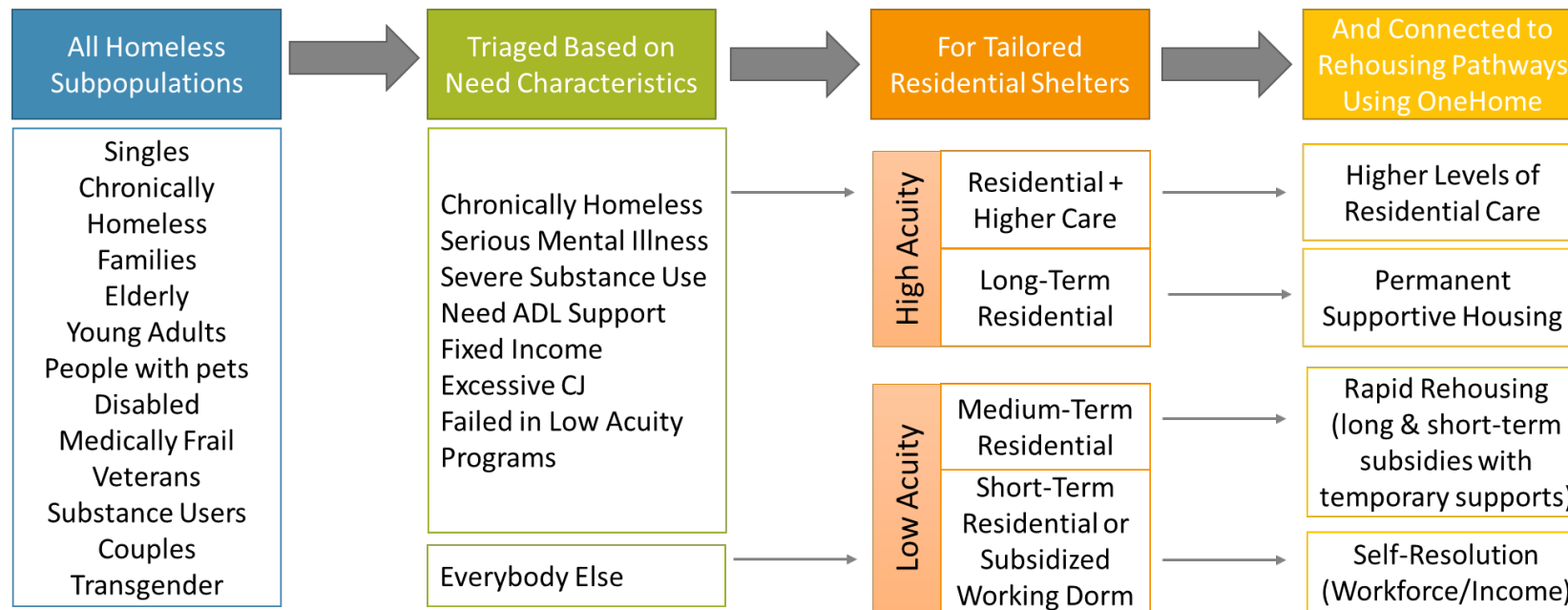
# Average Shelter Usage – Single Men



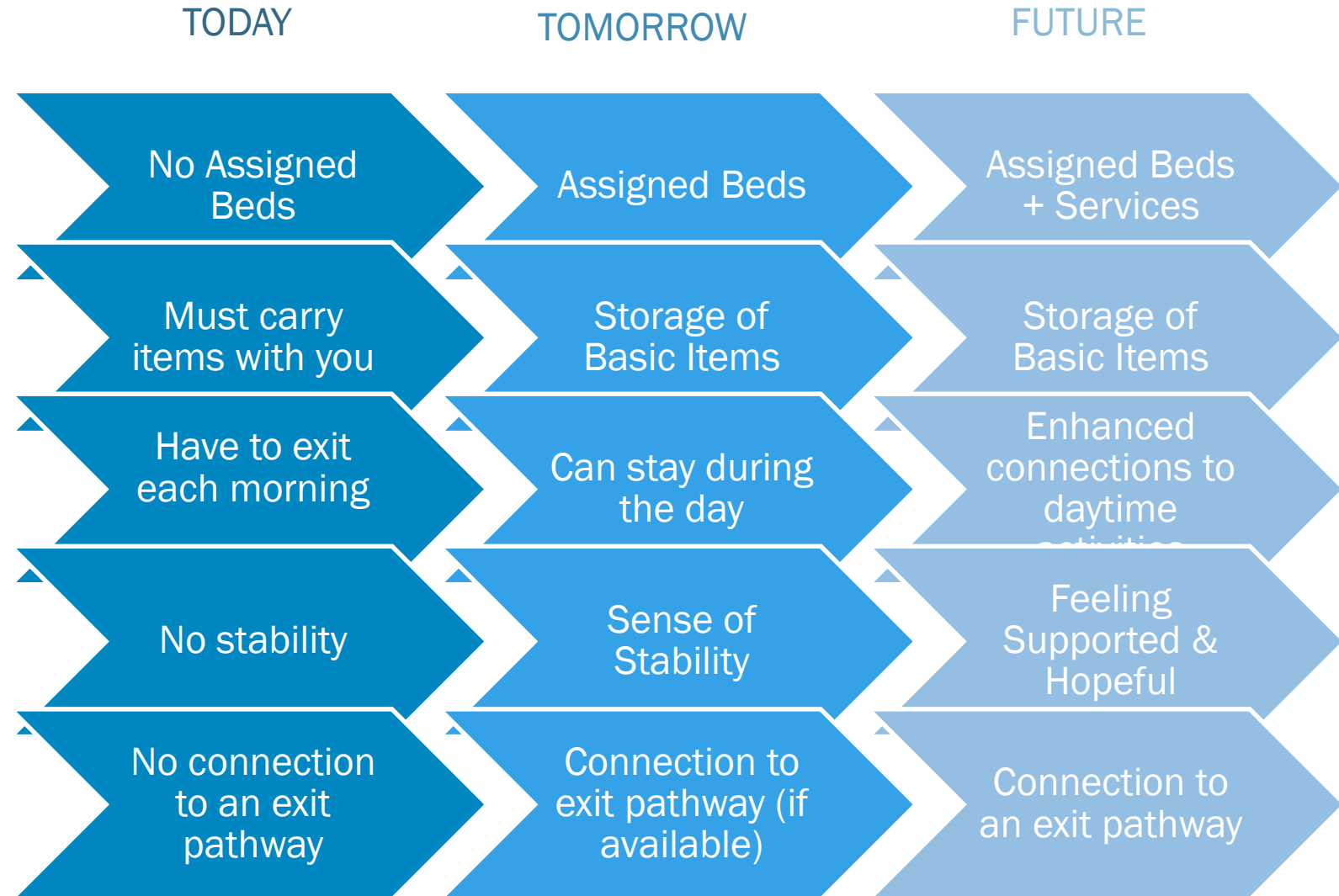
# Average Shelter Usage – Single Women



# New Homeless Response System with Residential Shelter



Transition to  
Residential  
Shelter for  
High Acuity  
Population



Transition to  
Residential  
Shelter for  
Low Acuity  
Population

TODAY

No Assigned  
Beds

Must carry  
items with you

Have to exit  
each morning

Can't  
accommodate  
work schedules

No connection  
to an exit  
pathway

TOMORROW

Assigned Beds

Storage of  
Basic Items

Can stay during  
the day

24/7 In & Out  
for Work

Connection to  
exit pathway (if  
available)

FUTURE

Subsidized  
Working Dorms

Storage of  
Basic Items

Independent  
Schedules

Independent  
Schedule

Connection  
Income &  
Employment  
Services

# Questions or Discussion