DENVER
HOUSING STABILITY

Action Plan

2025

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Executive Summary

In 2021, Denver's Department of Housing Stability (HOST) launched its Five-Year Strategic Plan, following extensive community engagement to guide its mission of creating a healthy, housed, and connected city. This 2025 Action Plan, shaped by ongoing input from the Housing Stability Strategic Advisors and aligned with Mayor Mike Johnston's vision, emphasizes a safe, affordable, and vibrant Denver for all residents. HOST will prioritize addressing unsheltered homelessness, expanding affordable housing access, improving the shelter experience, and preventing evictions with an anticipated investment of $229 million. Internally, HOST will focus on improvements to invoicing and contracting.

Each of the three divisions within HOST has Wildly Important Goals (WIGs) identified for 2025. These align both with the Citywide Goals as well as the current Strategic Plan.

2025 Wildly Important Goals

Housing Opportunity

- Deliver at least 2,100 units of newly developed or preserved income-restricted housing units by December 31, 2025.
- Support equity by implementing at least three new policy tools by December 31, 2025.
- Create a pipeline by directly funding at least 1,450 units of income-restricted units by December 31, 2025.

Housing Stability and Housing Resolution (HS/HR)

- Assist at least 2,000 unsheltered individuals to move indoors by December 31, 2025.
- Improve Denver's shelter system so that at least 70% of surveyed guests report satisfaction with their experience by December 31, 2025.
- Provide housing exits for at least 2,000 people experiencing homelessness by December 31, 2025.
- Decrease the percentage of eviction cases resulting in court-ordered removal from 56% in October 2024 to 51% by October 2025.

Operations and Impact

- Reduce the number of days invoices are with HOST from 60 to 30 by December 31, 2025.
- Create a collaborative monitoring process by December 31, 2025.
- Align dashboard and definitions to ensure HOST's communication utilizes consistent data for all HOST communication by December 31, 2025.
- Consolidate files and store, organize and share information using Microsoft Teams by July 1, 2025 to ensure an organized, secure environment.

Introduction

In 2021, the Department of Housing Stability (HOST) published its Five-Year Strategic Plan. The plan is the culmination of two years of community engagement to chart the direction for the department through 2026 in our collective vision to create a healthy, housed, and connected Denver.

While the plan articulates the department's best thinking when it was developed, it was intended to provide strategic vision that would evolve over time as needs change. As such (and described on page 56 of the plan), the department committed to publish annual reports that track progress on our goals, and annual action plans that detail the upcoming year's priorities.

These annual action plans provide the opportunity and flexibility to reflect on progress and adjust as needed. They are developed with input from the Housing Stability Strategic Advisors, HOST's publicly appointed advisory body.

This 2025 Action Plan is further shaped by Mayor Mike Johnston's vision for a Denver that is vibrant, affordable, and safe for everyone. On January 29, the Administration announced the following Citywide goals.

2025 Goals

VIBRANT	Develop a comprehensive plan to drive strategic investment across Denver's neighborhoods Revitalize downtown and fully reopen 16th Street
AFFORDABLE	Create 3,000 affordable units Develop innovative solutions to close the affordability gap
SAFE	Decrease shootings by 15% Launch a coordinated strategy to address non-violet crime
ALL IN MILE HIGH	Bring 2,000 people experiencing homelessness indoors Connect 2,000 people to permanent housing
CLIMATE RESILIENT	Cut carbon pollution by adding 2,000 heat pumps, EV chargers, and solar arrays Prepare for a climate-resilient future by planting 4,500 trees and reducing municipal water usage by 20 million gallons
FAMILY FRIENDLY	Connect 5,000 kids to high-quality out-of-school programming Place 2,500 young adults in jobs

In support of the Citywide goals, cross-department, cross-functional teams have been established. While HOST's work directly impacts the Affordable and All In Mile High goals, other departments such as General Services, Department of Transportation and Infrastructure, Department of Finance, Safety, Roads to Recovery initiative and others act as partners. These teams meet weekly to drive the work forward collectively and set both short- and long-term goals.

The 2025 budget supports these priorities. HOST plans to invest $229 million to advance these goals and address Denver's affordable housing and homelessness resolution needs in 2025. The budget allocates several budget items to further this work, including over $61 million for the All In Mile High initiative, $1.2 million for cold weather shelter expansion, and $23 million for rent and utility assistance to prevent displacement and new experiences of homelessness.

This 2025 Action Plan identifies both new and existing strategies to support the ongoing work of the department as well as the Mayor's goals.

Advancing Equity

Equity is when everyone, regardless of who they are or where they come from, has the opportunity to thrive, and acknowledges that treating every person or place exactly the same may not result in fair opportunities to succeed.[1]

ADVANCE EQUITY: Race no longer predicts outcomes for involuntary displacement, homelessness, homeownership, or cost burden

[1] Denver Planning. (2019, April 22). Comprehensive Plan 2040: Denver's Plan for the Future. https://www.denvergov.org/files/assets/public/community-planning-and-development/documents/planning/denver_comprehensive_plan/denver_comprehensive_plan_2040.pdf

Equity has been identified as a core value for the City and County of Denver and HOST. HOST assesses policy and spending decisions through a lens of equity for benefit, burden, and unintended consequences for historically marginalized communities. The department also uses data to inform our work so that race no longer predicts housing outcomes.

HOST is committed to leading with race, because every major system in the nation without exception (criminal justice, education, housing, workforce economics, etc.) generates racial disparities that influence experiences and outcomes. Further, disparities based on race persist even after accounting for other factors, like financial class. Racial segregation, redlining, housing discrimination, and other racist practices and systems perpetuate disparities in housing outcomes.

HOST approaches its work through an equity lens to dismantle systemic racism and create more equitable systems. We know that those experiencing homelessness and housing instability disproportionately represent Black, Indigenous and People of Color (BIPOC) and historically marginalized communities. Addressing housing, shelter, and service needs of these populations helps address historic discrimination and supports the city's equity goals.

In this work, HOST leads with race explicitly but not exclusively and understands the importance of intersectionality. It is essential to acknowledge the barriers faced by other historically disenfranchised groups on the basis of age, sexuality or gender identity, disability, income level, and neighborhood. HOST seeks to use data to identify disparities in access and outcomes across these identity characteristics and work with partners to address them.

On the night of January 22, 2024, Denver County's Point-In-Time count identified 6,539 people experiencing homelessness. Black residents are disproportionately represented in this county compared to their share of the extremely low-income population – while they make up 14% of Denver residents earning less than $25,000 per year, they account for 23% of the homeless population. Additionally, school district data highlight that Hispanic children are significantly more likely than their peers to live in unstable, non-temporary housing, comprising 51% of all Denver children in insecure housing situations.

A record 15,960 evictions were filed in 2024, underscoring the ongoing impact of the pandemic, soaring rent prices, and the end of Emergency Rental Assistance Program (ERAP). BIPOC individuals utilize Temporary Rental and Utility Assistance (TRUA) and ERAP at high rates and through TRUA, HOST aims to curb evictions and keep people in their homes, preventing first-time homelessness.

HOST is centering our efforts to advance equity through data and person-centered approaches. One of our key goals in our Five-Year Strategic Plan is to increase homeownership among BIPOC households. The plan also seeks to improve our response to family homelessness. Strategies throughout the plan call for investing in neighborhoods at risk of involuntary displacement, improving how we are engaging with and listening to community members.

2025 Strategies to Achieve Goals

Housing Opportunity Division

Housing Opportunity works to expand and maintain affordable rental and ownership options alongside partners to support the creation and preservation of affordable housing through funding and policy tools, ensures long-term compliance of those properties with affordability requirements and other terms, and oversees the implementation of homeownership and housing counseling programs.

Housing Opportunity Wildly Important Goals (WIGs)

The Mayor has identified a Citywide goal of creating 3,000 affordable units and developing innovative solutions to close the affordability gap.

To support this Citywide goal, HOST has identified the following WIGs.

- Deliver at least 2,150 units of newly developed or preserved income-restricted housing units by December 31, 2025.
- Support equity by implementing at least three new policy tools by December 31, 2025.
- Create a pipeline by directly funding at least 1,450 income-restricted units by December 31, 2025.

Per HOST's Five-Year Strategic Plan, the department will create and preserve 7,000 units by the end of 2026. Including units in 2024, HOST has created or preserved 3,175 units since the implementation of the strategic plan.

The following Strategic Plan strategies will support the 2025 Citywide Affordable goal:

- Create and preserve the units listed above in 2025
- Host developer feedback sessions to understand both challenges and solutions to increasing affordable housing supply in Denver
- Establish a body to examine innovative funding streams

HOST will work to implement the following strategies as part of the Five-Year Strategic Plan:

- Implement locally-funded voucher program to supplement federal and state voucher resources.
- Evaluate current HOST or City investment to determine funding gaps and how to best support projects not receiving tax credits.
- Prioritize preservation of income-restricted properties in neighborhoods that are at risk of gentrifying, vulnerable to involuntary displacement, investment impact neighborhoods, as well as high opportunity neighborhoods.
- Specific to Home Ownership: Support community land trust models and other innovative concepts that preserve long-term affordability for homeownership and initiate wealth-building practices for homeowners.
- Update the Preservation Ordinance to align with long-term affordability goals and priorities for use of preservation funds.
- Leverage HOST's affordable housing database to identify home ownership and rental properties with expiring covenants.

- Leverage Prioritization Policy and associated data systems to improve access to affordable housing citywide.
- Advance Prioritization Policy to allow residents at risk of or who have been displaced priority access to newly developed affordable units, exploring integration with homelessness resolution goals.
- Expand support for the permanent supportive housing pipeline through continued partnership with Denver Housing Authority and Colorado Division of Housing, local services funding, and creation of locally funded voucher program.

To continue making progress toward a more affordable Denver in 2025, HOST plans to create and preserve affordable housing, offer downpayment assistance, and support homebuyers through income verification. These efforts will help households purchase affordable homes built under the previous Inclusionary Housing Ordinance, before the passage of Expanding Housing Affordability. The following expected outcomes for 2025 align with the priorities in the Five-Year Strategic Plan and Citywide goals.

Rental Homes	
Created	955
Preserved	1132
Supportive Housing	750
For Sale Homes	
Created	21
Preserved	149
Total	**2257**

The 750 supportive housing units are a subset of the total number of rental homes created/preserved.

Housing Stability & Homelessness Resolution (HS/HR) Division

HS/HR helps residents experiencing homelessness regain housing and supports households experiencing a housing crisis to prevent homelessness before it starts.

In this pillar of work, HOST supports varied low-barrier, housing-focused shelter options (e.g., congregate shelter, non-congregate shelter, micro-communities), outreach to help residents staying unsheltered connect to housing and services, as well as a range of housing programs (e.g., supportive housing, rapid rehousing, rapid resolution). In the City and County of Denver, we believe that everyone in our community deserves to be healthy, housed and connected. We know that when someone is housed stably, they are better able to connect to resources, find and keep a job, get and stay healthy, address behavioral and mental health issues, feel safe and secure, and live fuller lives.

This division has four teams, including the Stability & Prevention, Unsheltered Homelessness Response, Shelter Systems, and Homelessness Resolution. Each team has created their own WIGs, goals and strategies.

Stability & Prevention Team

Stability & Prevention helps keep people in the homes they are already in and prevent involuntary displacement.

In this pillar of work, HOST supports a range of programs, including rent and utility assistance, foreclosure prevention, home improvements and access modification, community navigation, eviction legal defense, and advances policy tools that promote housing stability.

Housing Stability Wildly Important Goal (WIG)	Decrease the percentage of eviction cases resulting in court-ordered removal from 56% in October 2024 to 51% by October 2025.

Other Goals for Stability include:

- Eliminate foreclosure filings among income-restricted homes, reducing cases annually from 10 to 0, by December 31, 2025.
- Develop a homelessness prevention plan and budget by June 2025.

HOST's Stability team will work to implement the following strategies within the department as part of the Five-Year Strategic Plan:

- Implement long-term outcome tracking across housing stability programs.
- Implement the new property tax relief program being transferred from Denver Human Services including marketing and outreach to residents, working with City Council on program and ordinance changes, and townhalls with residents to get feedback.
- Support expansion, improvement, and targeted outreach of housing stability programs (rent and utility assistance, legal assistance, tenant/landlord counseling) to keep renters in their homes.
- Identify and develop policies to prevent evictions and provide comprehensive tenant protections where state and federal law allow (e.g., eviction diversion; just cause/no fault eviction policies).
- Implement the Temporary Rental and Utility Assistance (TRUA) pilot program with Denver Public Schools and improve TRUA outcomes in partnership with Harvard's The People Lab.
- Work to better integrate eviction legal defense with other HOST programs.
- Work with Opportunity Team to clarify roles, resources, and strategies to prevent foreclosures, including benchmarking foreclosure prevention goals and budget needs for 2026.
- Use data to understand inflow into homelessness and develop a homelessness prevention plan and budget including strategies focused on healthcare, criminal justice, foster care, HOST-funded programs and housing, and other partnerships.

Outreach and Connection Team

The Mayor has identified a Citywide goal of bringing 2,000 people indoors.

To support this goal, the Unsheltered Homelessness Response team has identified the following WIG for 2025:

Unsheltered Homelessness Response Team Wildly Important Goal (WIG)	Assist at least 2,000 unsheltered individuals to move indoors by December 31, 2025.

Other team goals for 2025 include:

- Start to develop a citywide outreach plan for people experiencing homelessness by September 30, 2025.

HOST's Outreach and Connection will work to implement the following strategies within the department as part of the Five-Year Strategic Plan:

- Provider performance management to provide all necessary supports to guests to support housing outcomes/homelessness resolution.
- Administer an outreach program to support residents in encampments with help regaining housing, connection to safe, temporary places to stay, and connection to behavioral health and crisis stabilization resources when needed to reduce harm.
- Support housing outcomes for residents sleeping unsheltered by increasing rehousing support within outreach teams (e.g., case management, benefits and vital document acquisition, peer support) and coordinating access to expanded rehousing resources (e.g., through connection to OneHome).
- Improve transparency of encampment related activities by coordinating with Mayor's Office and partner city agencies to implement a standardized process by which the City will assess areas identified in the city that need attention and respond accordingly to those areas. Develop and maintain real time, quality data (by name list) in HMIS of people staying unsheltered.
- Develop common outcome framework for all outreach teams and establish goals.
- Lead HOST's efforts to better support newcomers experiencing homelessness.

Shelter System Operations

The Shelter System Operations Team will also support the Citywide goal by overseeing both the congregate and non-congregate shelters.

To support this Citywide goal, the Shelter Systems team has identified the following WIG for 2025:

Shelter Systems Team Wildly Important Goal (WIG)	Improve Denver's shelter system so that at least 70% of surveyed guests report satisfaction with their experience by December 31, 2025.

Other team goals for 2025 include:

- Develop and begin implementing a plan to ensure that Denver has a housing-focused shelter system which will meet the long-term demand for shelter by September 30, 2025.

HOST's Shelter Systems team will work to implement the following strategies within the department as part of the Five-Year Strategic Plan:

- Standardize emergency and continuity of operations planning for shelter options for persons experiencing homelessness.
- Better meet resident needs and make the shelter system more accessible and impactful by establishing clear, well-known access points for shelter that offer universal screening for rapid resolution resources and increasing case management within shelters targeted toward helping guests to regain housing.
- Provide consistent levels of service throughout the shelter system that reduce barriers to entry and improve guest experience by continuing to offer 24/7 models of service, including non-congregate options that can accommodate couples; support targeted, accessible transportation solutions; provide storage and support personal space and privacy, particularly in large shelters; and offer at least one shelter for each subpopulation that can accommodate pets. Establish shelter standards of service.
- Increase shelter options that are gender-inclusive and designed for all gender identities.
- Improve access to supports by seeking partnerships with existing agencies to provide critical services to shelter guests. This includes coordinating with behavioral health providers to offer clinical staff within shelters to support de-escalation and behavioral health support, working with transportation providers to create accessible transportation options for residents experiencing homelessness, and forging connections with long-term care systems to increase access to needed services among guests who need support with activities of daily living.
- Improve shelter system functioning to meet the needs of all guests by providing training, process improvement, and support for partners to minimize turn-aways and do-not-returns; help provide for translation and other support to ensure policies are culturally and language-level appropriate; further implement inclusive policies for LGBTQ+ guests and support for Americans with Disabilities Act (ADA) accommodations.
- Identify and overcome barriers to access by creating forum for systems collaboration to better serve guests with complex needs, including those with activities of daily living (ADL) needs, collecting data to determine the impact of these issues, and use that data to inform strategy.
- Require real time, quality data in HMIS for all populations.

Homelessness Resolution Programs

The Homeless Resolution Programs team will also support the Citywide goal by overseeing both the housing efforts for those staying outdoors, as well as individuals in congregate and non-congregate shelter.

To support this goal, the Homelessness Resolution team has identified the following WIG for 2025:

Homeless Resolution Wildly Important Goal (WIG)	Provide housing exits for at least 2,000 people experiencing homelessness by December 31, 2025.

Other team goals for 2025 include:

- Serve more than 3,500 households experiencing homelessness through housing programs, including Rapid Resolution, Rapid Rehousing, and Permanent Supportive Housing, by December 31, 2025.
- Develop and begin implementing a plan to ensure that Denver is maximizing the use and effectiveness of housing interventions by September 30, 2025.

HOST's Homelessness Resolution team will work to implement the following strategies within the department as part of the Five-Year Strategic Plan:

- Support family stability by increasing housing and income-based strategies, including homelessness prevention, time-limited rehousing supports (e.g., first month's rent and deposit assistance, rapid rehousing), dedicating long-term subsidies to families experiencing homelessness, integrating appropriate support services when needed, and exploring innovative financing models (e.g., social impact bond).
- Partner with Denver Housing Authority (DHA) to effectively use existing housing choice vouchers to support homelessness resolution goals.
- Convene DHA/HOST leadership discussions around Local Preference Program and Housing Choice Vouchers preferences in alignment with the Five-Year Strategic Plan.
- Support long-term housing stability for residents experiencing homelessness by partnering with Denver Housing Authority and Colorado Division of Housing to leverage federal and state resources, like the Emergency Housing Voucher program, to expand tenant-based long-term vouchers with the ability to layer on supportive services when needed.
- Explore opportunities for shared housing and other more affordable housing options.
- Maximize effectiveness of use of housing choice vouchers by partnering with Denver Housing Authority on strategic use of homelessness preference.
- Require real time, quality data in HMIS for all populations.
- Improve data on family members in HMIS.

Operations and Impact Division

Operations is foundational in its support of all the department's work. The Operations Division provides the structure for HOST and includes the finance, contracts, procurement, data, and executive support teams.

The following WIGs have been identified by Operations Division:

Operations Division Wildly Important Goals (WIGs)

- Reduce the number of days invoices are with HOST from 60 to 30 by December 31, 2025.
- Create a collaborative monitoring process by December 31, 2025.
- The Data team will align dashboard and definitions to ensure HOST's communication utilizes consistent data for all HOST communication by December 31, 2025.
- Consolidate files and store, organize and share information using Microsoft Teams by July 1, 2025 to ensure an organized, secure environment.

HOST's Operations and Impact team will work to implement the following strategies within the department as part of the Five-Year Strategic Plan:

- Further integrate commitment to advancing equity into the procurement process.
- Improve efficiency and transparency on how to work with HOST by (1) clarifying processes and procedures; (2) developing resources to provide clarity on program components and frequently used expenditure types; (3) publicly posting relevant forms, instructions, and other resources on the HOST website related to contracting, budget and invoice documentation requirements.
- Implement timely, clear, and consistent process for contract monitoring.
- Improve efficiency and transparency on how to work with HOST by: (1) Assessing barriers to working with HOST and prioritizing improvements within legal parameters; (2) Implementing trainings and onboarding processes to help partners meet contracting, budget, and invoice documentation requirements.
- Pilot performance-based contracting with a sample of HOST contracts to determine benefits, implementation challenges, and alignment with requirements of other funding sources.
- Develop, fund, and implement a survey of residents in HOST-supported affordable housing programs at least bi-annually to assess resident characteristics, long-term stability, and other outcomes, as well as to identify service needs to better support long-term stability.
- Complete housing needs analysis to inform HOST investments. Analysis to assess housing needs, identify neighborhood-level factors, and track trends in household moves and homelessness, integrating data from related agencies and systems where available (e.g., utility shut-off data, voucher utilization data, etc.).
- Develop and provide a publicly available finance dashboard showing available budget and expenditures.
- Expand functionality and use of HOST data systems to support more efficient electronic contracting and invoicing processes and tracking.
- Work with Metro Denver Homeless Initiative (MDHI) and Department of Technology Services on long-term sustainable solution for MDHI/HOST HMIS data access/sharing.

Communications, Community Engagement, Policy, and Council Relations

This team consists of core HOST functions that include communications, our community engagement, our policy work, and our engagement with City Council.

This team helps support the Citywide goals in several ways, including supporting communication around housing and homelessness, responding to a large volume of media requests, engaging with both advocates and external partners around these goals, and working with City Council on initiatives and contracts that support these efforts. In HOST's current organization chart, this team reports directly to the Executive Director.

This team's 2025 goals include:

- Develop and implement a communications calendar by December 31, 2025.
- Conduct an audit and revamp of the Department's printed marketing collateral materials by December 31, 2025.
- Increase the number of community engagement events from 53 to 63 by December 31, 2025, expanding the plan to RNOs and other business or community groups.
- Ensure that 95% of all HOST resolutions/ ordinances are passed by Denver City Council between March 1, 2025 and December 31, 2025.
- Create a short list of legislative priorities for the 2026 Colorado General Assembly by December 31, 2025.

This team will also work to implement the following goals as defined by the HSSA and Five-Year Strategic Plan:

- Better utilize existing communications channels (media relations, newsletter, website) and create new ones as needed (social media, videography, blog, etc.).
- Develop process for getting regular feedback from community members with lived expertise of housing instability, affordable housing, and homelessness to inform HOST annual planning, procurement, etc.
- Develop and implement intentional communications and community engagement plans for each of our priority areas of work informed by best practices and a proactive, strategic approach.
- Expand outreach to neighborhood groups and earn media opportunities on the impact of housing for Denver residents, including the use of storytelling.
- Work with the homelessness resolution outreach teams to develop more effective shelter and services referral tools.
- Develop framework for community engagement around new development or service locations with attention to including voices of those who need and benefit from affordable housing, as well as community residents.
- Ensure materials are co-created and translated to reach Denver residents who do not speak English; prioritize language access and culturally appropriate messaging.
- Develop and implement an engagement strategy that includes everyday people (beyond City Council and Registered Neighborhood Organizations) and focuses on two-way communication with more intentional listening.
- Produce a broad array of materials and presentations and establish a HOST speakers bureau to help educate and inform city employees and the community about housing stability, affordable housing, and homelessness.
- Develop system for compensating community members with lived expertise for their time contribution as a means by which to create equity with those providing professional expertise.
- Partner with Community Planning and Development and community partners on the Neighborhood Planning Initiative and use area plans to inform HOST Annual Action Plans.

Financial Landscape

In 2025, HOST will continue to prioritize investments consistent with its Five-Year Strategic Plan. HOST intends to use its funds to advance three key goals of the Five-Year Strategic Plan:

- **Resolve Unsheltered Homelessness:** HOST will leverage $58 million to resolve experiences of homelessness by supporting micro-communities and non-congregate shelter operations, provide year-round and lifesaving overflow/emergency shelter, and continue to support housing programs.
- **Affordable Housing:** Leveraging more than $61 million HOST will create and preserve 2,150 homes and ensure current stock is maintained and preservation opportunities are pursued.
- **Prevent Evictions and Homelessness:** Utilizing $25 million HOST will serve residents with TRUA and eviction legal defense.

2025 Projected Expenditures

Overall, HOST plans to spend over $229 million in affordable housing and homelessness resolution investments. These investments are supported by several funding sources. The primary types of revenue HOST will receive in 2025 are the City's General Fund, the Council-approved Affordable Housing Fund (AHF), the voter-approved Homelessness Resolution Fund (HRF), federal grants, and the remaining COVID Response and Recovery funds. A summary of expenditures by funding source is provided in Figure 1, and a detailed accounting of all funding sources is provided in Figure 2. Appendix B of this plan includes additional information on funding sources.

FIGURE 1: **2025 Projected Expenditures for the Department of Housing Stability by Funding Source – Summary**

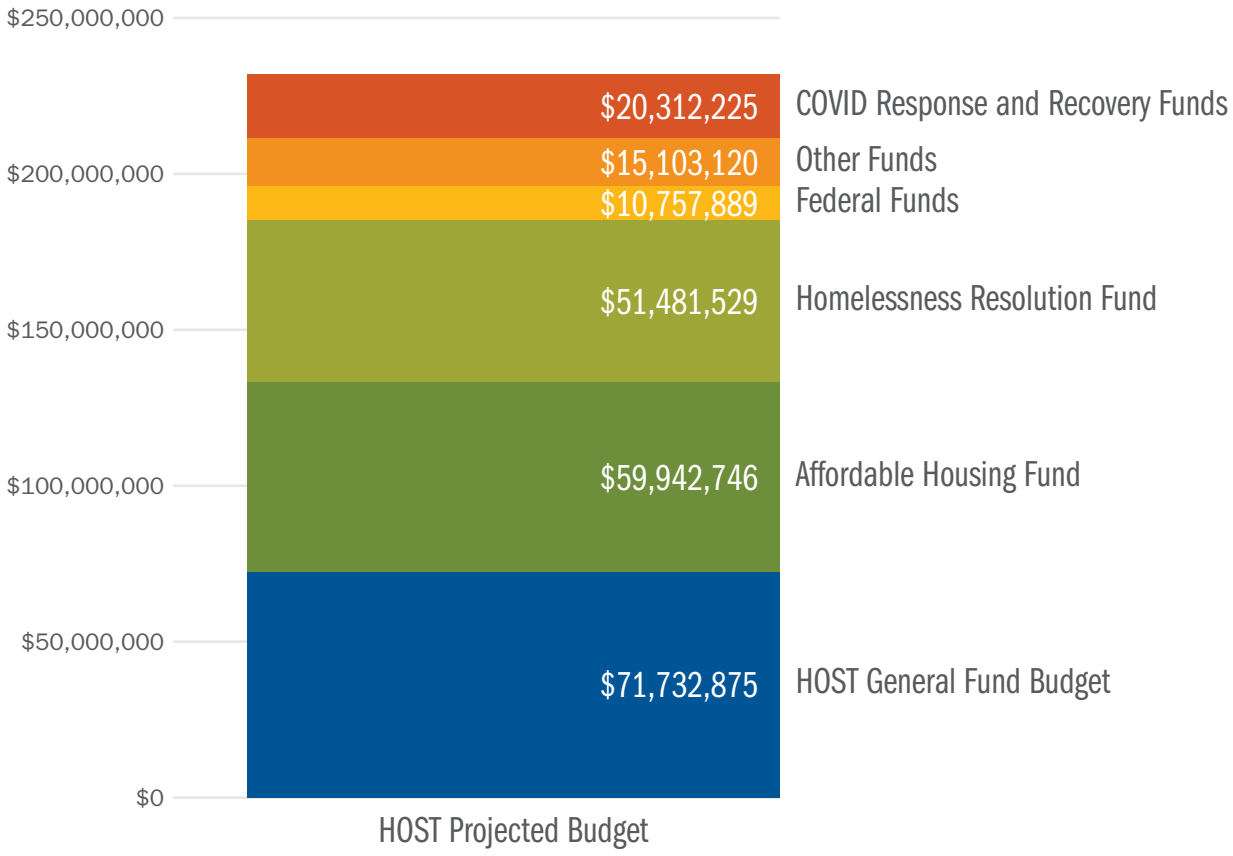


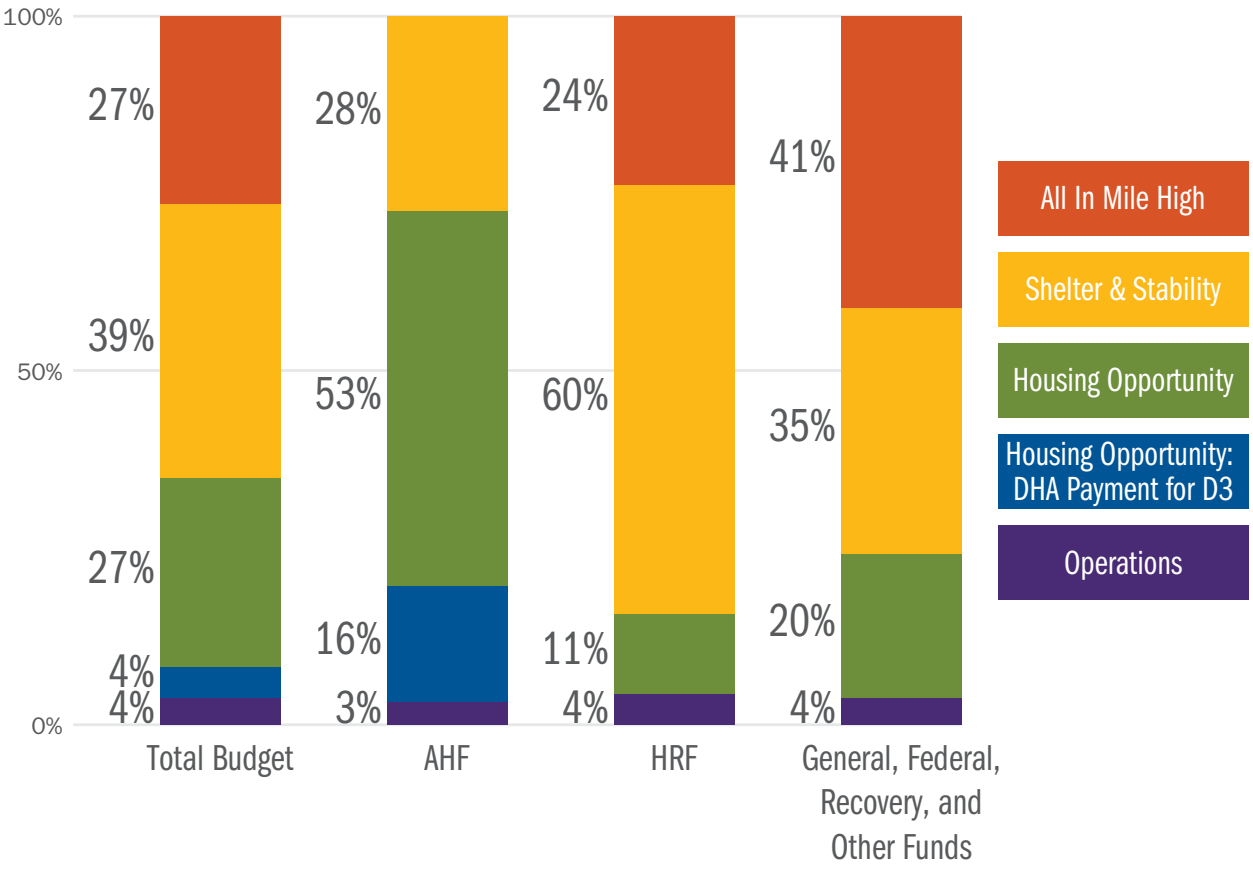
FIGURE 2: **2025 Projected Expenditures for the Department of Housing Stability by Funding Source – Detail**

Funding Source	Amount
HOST General Fund Budget	**$71,732,875**
Affordable Housing Fund	**$59,942,746**
Property Tax	$9,755,741
General Fund/Interest Income	$294,528
Recreational Marijuana Use Tax	$6,632,477
General Fund Transfer	$14,800,000
Linkage Fee Projected Revenue	$28,460,000
Homelessness Resolution Fund	**$51,481,529**
Federal Funds	**$10,757,889**
Community Development Block Grant (CDBG)	$0
Continuum of Care (COC)	$1,867,423
Community Development - State Grants	$0
Federal Grants - Other	$0
Emergency Solutions Grant (ESG)	$562,654
HOME Investment Partnerships Program	$2,621,415
Homeless Shelter Utility Support	$262,500
Housing Opportunities for People with AIDS	$4,053,558
Housing Stability Private Grants Fund	$0
Neighborhood Stabilization Program II	$1,150,339
SIPPRA (16016/16017)	$240,000
Other Funds	**$15,103,120**
Affordable Housing Fund	$117,785
Affordable Housing Incentive Fee Fund	$669,000
Community Development – Donation	$187,567
Homeless Services Donations Fund	$75,550
Homeless Services Fund	$0
Inclusionary Housing Ordinance	$379,408
Mandatory Affordable Housing Fee-In-Lieu Fund	$0
Metro Mortgage Assistance	$3,000,000
Performance Contracts (SIB) (GF Transfer)	$3,545,850
Rental Rehabilitation	$3,000
Revolving Affordable Housing Loan Fund	$4,160,575
SIPPRA City Share	$1,170,456
Skyline Housing	$1,793,929
COVID Response and Recovery Funds	**$20,312,225**
ARPA	$20,312,225
Total	**$229,330,384**

2025 Planned Expenditure of Funds by Pillar

Overall, HOST plans to expend its resources across its pillars of work with the most funding spent on Homelessness Resolution and Housing Opportunity. In 2025, HOST estimates that 39% of expenditures will go toward Shelter and Stability and 27% will go toward Housing Opportunity. About 27% of expenditures will support All In Mile High, 4% will support DHA Payment for D3 while 4% will support Operations. Within the Affordable Housing Fund resources will primarily support direct investment projects and programs in Housing Opportunity. Most of the Homelessness Resolution Fund expenditures will go toward Homelessness Resolution (60%) including support for housing assistance, shelter and services, while 11% will go toward Housing Opportunity efforts to create new affordable housing for residents experiencing homelessness. These distributions are based on community need and funding requirements.

FIGURE 3: **Planned Expenditures by Pillar and Revenue Source, 2025**



Notes: *Similar to HOST's planned expenditures in Housing Opportunity, HOST's payment to DHA for the D3 Initiative supports the development of affordable housing units in Denver. Because dollars paid to DHA for the D3 Initiative are not available to be directly investment by HOST, it is categorized separately. Operations is a division of HOST that includes staff for communications and engagement, finance contracting and procurement, data systems administration and reporting, policy and strategic planning, and executive support.*

2025 Planned Expenditure of Funds by Investment Area

More than half of HOST's planned expenditures are expected to go toward housing programs and affordable housing development and preservation efforts.

Of HOST's total budget:

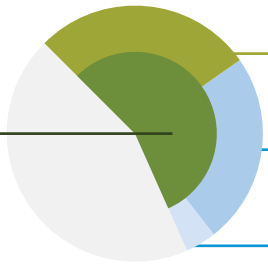
56%
will fund housing assistance programs and affordable housing development and preservation efforts, either through HOST's direct investment or in partnership with DHA

Of the total budget:

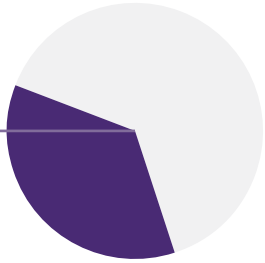
28% will support housing assistance programs across all of HOST's pillars of work

24% will go to HOST's direct investments in development and preservation efforts

4% will go to DHA for the D3 initiative, which also supports affordable housing development

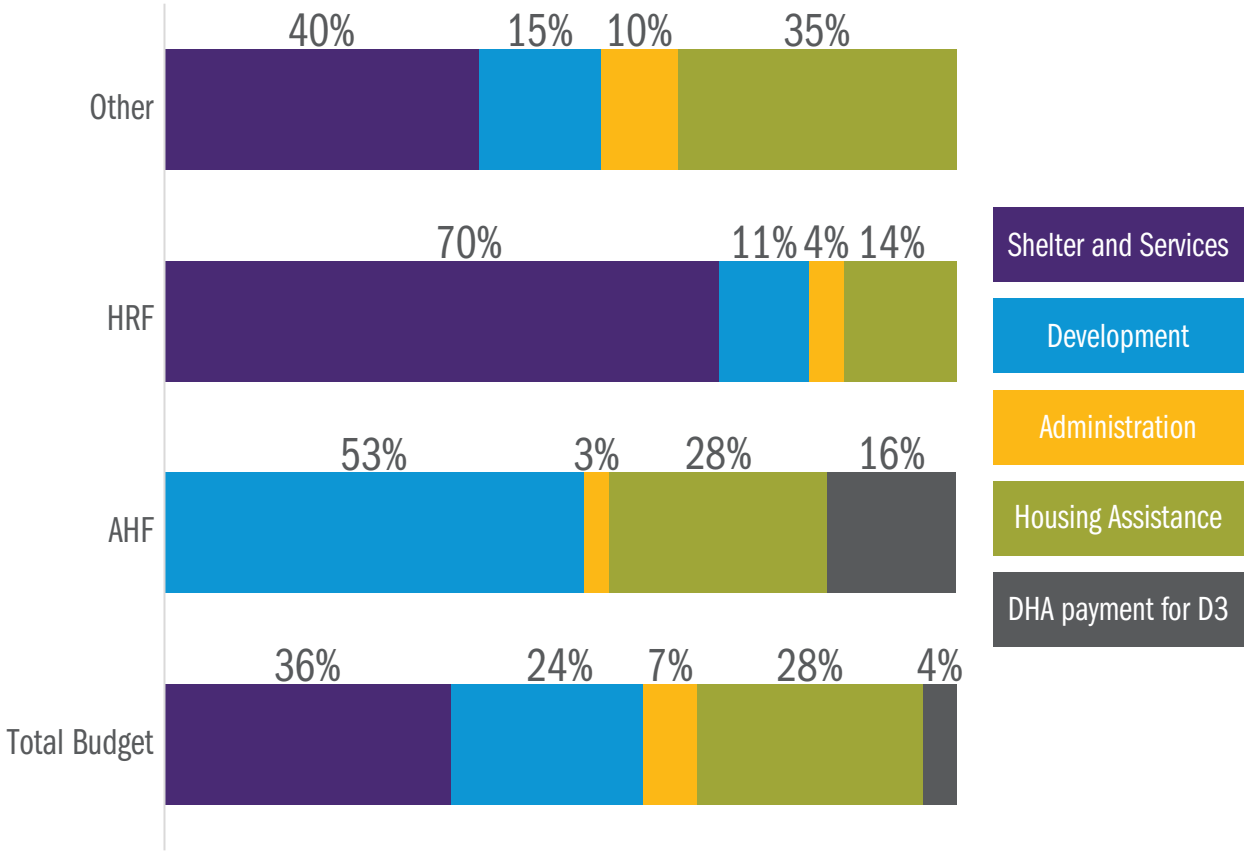


36%
will fund shelter and services for people experiencing homelessness, including micro-communities and non-congregate shelter



7%
will support administration which includes personnel expenses, professional services, data system investments, training, etc.

FIGURE 4: **Planned Expenditures by Investment Type and Revenue Source, 2025**



The AHF is primarily being used to support the development and preservation of affordable units (53%) and the D3 initiative (16%), while 70% of the HRF is planned to support shelter and services for residents experiencing homelessness and 11% is planned to support housing programs and development.

Notes: *Similar to HOST's planned expenditures in unit development and preservation, HOST's payment to DHA for the D3 Initiative supports the development of affordable housing units in Denver. Because dollars paid to DHA for the D3 Initiative are not available to be directly invested by HOST, it is categorized separately. Administration includes planned expenditures on staffing across HOST as well as planned spending on professional services, data systems investments, staff training, etc.*

Acknowledgements

The work of HOST would not be possible without our many partners inside the City and County of Denver and the greater Denver community. The engagement and contributions of our partners to this annual action planning process was vital.

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Mike Johnston

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Kevin Flynn, District 2

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Appendix

Appendix A. Glossary of Terms

Accessory Dwelling Unit (ADU) is an acronym used to refer to a smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family home. ADUs go by many different names throughout the U.S., including accessory apartments, secondary suites, and granny flats.

All in Mile High is Denver's multi-agency effort to move people experiencing unsheltered homelessness off the streets and into permanent units, converted hotels, and tiny home micro-communities. The effort began on July 18, 2023, and has resulted in over 2,000 people brought indoors during the initial 15 months while 18 permanently closing of the city's largest encampments.

Area median income (AMI) is commonly used to generate data about geographic areas and divides households into two equal segments with the first half of households earning less than the median household income and the other half earning more.

Black, Indigenous, and People of Color (BIPOC) is a person-first language term that enables a shift away from terms like "marginalized" and "minority."

Chronic Homelessness has been defined as a single individual (or head of household) with a disabling condition who has either experienced homelessness for longer than a year, during which time the individual may have lived in a shelter, Safe Haven, or a place not meant for human habitation, or experienced homelessness four or more times in the last three years.

Congregate Shelters are shared shelter facilities that house persons experiencing homelessness in common spaces, such as traditional day and overnight shelters. In contrast, **non-congregate shelters** house persons experiencing homelessness in single or roommate accommodations, such as hotel rooms.

Equity is when everyone, regardless of who they are or where they come from, has the opportunity to thrive and acknowledges that treating every person or place exactly the same may not result in fair opportunities to succeed.

Functional zero for veteran homelessness is a milestone that means a community has fewer veterans experiencing homelessness than it can routinely house in permanent housing in a month. For example, if a community is placing four veterans per month on average in permanent housing, it must have four or fewer veterans experiencing homelessness. This reality must be sustained.

Housing Choice Vouchers (HCV) are the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants can find their own housing, including single-family homes, townhouses, and apartments. Housing choice vouchers are administered locally by public housing agencies (PHAs). The PHAs receive federal funds from the U.S. Department of Housing and Urban Development (HUD) to administer the voucher program.

Housing Cost-Burden is defined by HUD as families who pay more than 30% of their income on housing, and may have difficulty affording necessities, such as food, clothing, transportation, and medical care.

Housing First is an approach that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness.

Homeless Management Information System (HMIS) is a HUD-required integrated data system for homeless service providers. Any program that receives HUD funds is required to use HMIS. HOST also requires programs it funds to use HMIS, and, starting in 2020, is getting contract reporting from the HMIS system. Colorado has a statewide HMIS. Metro Denver Homeless Initiative (MDHI) oversees the HMIS system for Metro Denver. MDHI's role includes setting up new programs, site monitoring to ensure standards are met (e.g., data quality, timeliness of entry, compliance with privacy notices and release of information practices), and reporting.

Department of Housing Stability (HOST) is abbreviated as HOST taken from the letters HO in the word housing and ST in the word stability.

The U.S. Department of Housing and Urban Development (HUD) administers the **Community Development Block Grant** entitlement program and allocates annual grants to larger cities (and urban counties) like Denver to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons.

Low-Income Housing Tax Credits (LIHTC) is a program for which state and local agencies allocate approximately $8 billion in tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households.

OneHome is the Metro Denver Coordinated Entry System. Coordinated Entry is a national best practice to match households experiencing homelessness with housing in a coordinated way across the community. Communities across the country use this type of coordinated approach to end homelessness. In Denver alone, over 2,000 households are assessed and entered into OneHome annually. OneHome uses the database, Homeless Management Information System (HMIS), to collect data needed for coordinated entry.

Permanent Supportive Housing (PSH) is an intervention that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment, and employment services.

Persons or People Experiencing Homelessness (PEH) is the preferred term for individuals who are unhoused.

Point-in-Time (PIT) Count is a one- night count of those experiencing homelessness in the Metro Denver area, administered through the Metro Denver Homelessness Initiative.

Redlining is the systematic denial of various services to residents of specific, often racially associated, neighborhoods or communities, either explicitly or through the selective raising of prices.

Registered Neighborhood Organizations (RNO) are groups formed by residents and property owners within a neighborhood who meet regularly and whose organizational and contact information is kept on file with the City's Community Planning and Development Department.

Section 8 is the previous name for the Housing Choice Voucher program. See HCV reference above.

Social Impact Bond programs are a unique type of performance-based contract where private and/or philanthropic lenders loan funds to accomplish a specific objective and are repaid based on whether the program achieves its goals.

Supportive Housing is an intervention that combines affordable housing assistance with voluntary support services on an as-needed basis. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment, and employment services.

Temporary Rental and Utility Assistance (TRUA) programs offer resources to Denver residents who are facing financial hardship to help prevent eviction.

Appendix B. Additional Financial Information

This appendix provides additional information on funding sources available to the Department of Housing Stability (HOST) and funding streams outside of HOST that support housing and homelessness.

Description of Ongoing Revenue Sources for HOST

This section describes the major revenue sources HOST uses on an ongoing basis to achieve our goals.

City General Fund: The City's General Fund is the largest of the City's operating funds. It includes all resources not restricted legally to a specific use. The major source of revenue for the General Fund is sales and use tax, which accounts for approximately 55% of the fund revenue. The General Fund is allocated to City agencies on an annual basis through the budget process. HOST is one of about 35 agencies receive funding from the General Fund.

Affordable Housing Fund: The Affordable Housing Fund (AHF) is one of HOST's Special Revenue Funds, which is restricted to specific uses and allocated annually. Created in 2016 and doubled in 2018, the Affordable Housing Fund is resourced through property tax, a per square foot fee on new development called a "linkage fee," sales tax on recreational marijuana, and the General Fund. The linkage fee structure was updated through the Expanding Housing Affordability project in 2022. The Affordable Housing Fund is administered by HOST and provides approximately $42 million annually to help address Denver's affordable housing needs. Specific uses of the Affordable Housing Fund include the production and preservation of rental, homeownership and supportive housing as well as programmatic supports such as homebuyer assistance and other services.

Homelessness Resolution Fund: The Homelessness Resolution Fund (HRF) is HOST's second major Special Revenue Fund and is also allocated annually. Passed by voters in 2020, the Homelessness Resolution Fund is funded by a 0.25% sales tax to support residents experiencing and exiting homelessness. The fund is expected to generate approximately $50 million annually, though actual sales tax collection depends on economic factors. As outlined in the Denver Revised Municipal Code, eligible uses of the Homelessness Resolution Fund include capital, operations and as well as programmatic support for housing, shelter and other services for persons experiencing or exiting homelessness.

Federal grants and other sources: A portion of HOST's budget comes from ongoing federal grants and other funding sources. Federal grants are primarily from the U.S. Department of Housing and Urban Development (HUD) and are allocated annually to Denver based on the HUD budget. Federal funds make up about 5% of HOST's 2025 Projected Budget. Revenue sources in the Other Funds category include one-time donations and smaller funding sources that are replenished when loans are paid back.

Description of COVID Response and Recovery Funding for HOST

Denver has the opportunity to invest a substantial infusion of additional resources to help the City recover from the COVID-19 pandemic. Through RISE Together Denver, the City solicited community input on investment priorities for recovery funding, and housing and homelessness have been consistently named as top priorities.

American Rescue Plan Act (ARPA) State and Local Funding: ARPA provides state, local, territorial, and Tribal governments with funding to support COVID-19 response efforts, replace lost revenue and strengthen support for public services and jobs, support economic stabilization for households and businesses, and address public health and economic disparities that created inequitable impacts of the pandemic.[2] State and Local ARPA funding must be obligated December 31, 2024 and spent by December 31, 2026. These funds were initially awarded to projects in two tranches through the 2022 and 2023 budget processes. ARPA resources may also be reallocated based on actual funding needs and community needs and priorities.

Complementary Funding Streams Outside of HOST

While HOST manages a large amount of revenue, many other funders support housing development and programs to bolster housing stability and resolve homelessness. To ensure that these efforts maximize the use of available resources, HOST works with a range of supportive partners. To achieve the goals articulated in this plan, it will be critical for these partnerships to continue and align efforts.

City Partners: HOST coordinates with its partner city agencies in the use of these resources. It works with Denver Economic Development and Opportunity (DEDO) on the use of Community Development Block Grants (CDBG) and HUD grant monitoring and reporting, Denver Human Services (DHS) on supports for families experiencing homelessness and property tax rebate approaches, and the Department of Finance (DOF) on the Social Impact Bond project.

Statewide Partners: HOST also works closely with the Colorado Division of Housing (CDOH) within the Department of Local Affairs (DOLA) and the Colorado Housing and Finance Authority (CHFA). CDOH supports affordable housing development through the allocation of rental assistance vouchers and gap financing, and funds housing stability and homelessness resolution programming. CHFA awards low-income housing tax credits and Private Activity Bonds that are a critical component of an affordable development's capital stack.

Supportive Partners: HOST partners with Denver Housing Authority (DHA) and the development community to create new affordable housing. HOST works with DHA to create innovative solutions for land acquisition to support a strong pipeline of affordable and supportive housing units, including the DHA Delivers for Denver (D3) bond initiative. HOST also works with developers to provide gap financing after the developer has already raised other funds for the majority of their project costs.

Philanthropic Partners: Private funders, foundations, and businesses are also investing in interventions that support HOST's work. A collection of private funders came together in April 2019 to partner with the City and HOST to expand services available in Denver's shelters and bridge housing opportunities to provide more safe, stable places for people to stay while connecting to permanent housing. This also included capital investments in safety and accessibility improvements. In addition, the Caring for Denver Foundation provides an important new resource for mental health and substance misuse services.

2 U.S. Department of the Treasury. (n.d.). *Coronavirus State and Local Fiscal Recovery Funds*. https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds.

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