



DENVER
THE MILE HIGH CITY



2022 REPORT

**CITY AND COUNTY OF
DENVER RECOVERY PLAN**

STATE AND LOCAL FISCAL RECOVERY FUNDS

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Section 1

EXECUTIVE SUMMARY

Executive Summary

Over the last two years, Denver has met the work of building a better tomorrow head-on. We faced challenges and created opportunities for our community members to recover and move on from the pandemic. With the help of the American Rescue Plan Act (ARPA), we continued to forge new paths forward and have come back stronger for it.

With feedback from more than 12,000 residents, about the equitable, sustainable future we can create for Denver, our ARPA funding opportunities are intended to help our community thrive. We've received and allocated \$154 million under multiple categories, as of this report. Each of these categories has the potential to create life-changing opportunities, especially for those disproportionately impacted by the pandemic. By utilizing emergency and federal assistance in 2020, Denver prioritized the health and safety of its people, directing resources to public health, food assistance, economic recovery, and serving vulnerable residents through shelter, housing, and individual support.

Our early efforts carried the City through 2020, and Denver entered 2021 with a commitment to do more than endure. In 2022, we are continuing to invest in opportunities for our community to flourish on our path forward.

In just one example, Lilly, a Denver high school senior said about the ARPA-funded [We Got This! Youth Mental Health Summit](#) that “Without events like these, the conversation won't be open. And when the conversation isn't open it puts a lot of teens in danger.”

As transmission rates decreased and vaccinations increased, the City put more focus on the social and economic challenges laid bare by the pandemic. Disparities in health and economic security were not a symptom of COVID-19, but rather ailments borne amid decades of systemic racism and inflamed by the pandemic. To build back Denver's social and economic infrastructure would not be enough. The City committed to embracing the rare opportunities created by the pandemic to rebuild those structures in more equitable and sustainable ways.

In May 2021, President Biden's American Rescue Plan Act (ARPA) allocated the City and County of Denver \$308 million as part of the Coronavirus State and Local Fiscal Recovery Funds.

With the financial backing of the federal government and the shared vision for equitable outcomes, the City advanced its recovery plan, RISE Denver: Rebuilding an Inclusive and Sustainable Economy. As we head into a second allocation, [Denver's Dashboard](#) is one transparent method to track our equitable sustainable recovery. Our [Denver's Recovery Index](#) more specifically shows how disproportionately impacted neighborhoods can prosper with ARPA investments. Both tools are regularly updated and located on [Denver's dedicated ARPA page](#), which helps continue to tell the story of our community's robust work to [recover](#).

Pedro, a Navy veteran had been struggling to get his benefits, and the process for gaining access to those benefits is online. Pedro did not know how to use a mouse or browser. He's been working with an ARPA-funded digital navigator to learn the basics of using a computer and the internet, and the navigator has been providing support while Pedro learns the intricacies of online forms and submitting documents.



It's time, Denver, to lift our heads and see a better tomorrow. To build a better tomorrow. The resiliency that defines us, the Denver spirit that welcomes challenges and creates opportunities, is back and stronger than ever before – that is our path forward.

- **[Mayor Michael B. Hancock](#)**



We know that we are going to recover. The recovery is underway,” [Mayor Michael B.] Hancock said. “The question this time around is how do we set ourselves on the path to recovery in an equitable fashion?”

- [The Denver Post](#)

ARPA Funding Plan

Denver’s \$308 million allocation is being deployed by the federal government in two equal tranches. The City successfully received its first half, totaling \$154 million, in July 2021. The second half will be distributed in 2022. Denver, like all local governments receiving funds, must properly allocate the money by the end of 2024. Funds must be expended by the end of 2026. To adhere to all U.S. Treasury guidelines, and to best leverage the ARPA funds as fuel for Denver’s social and economic recovery, the City developed a phased ARPA plan. This plan is structured around several funding rounds with distinct yet interdependent goals:

ROUND 1:

- **Eligibility Category:** Public sector revenue replacement eligibility category 6.
- **Outcome goal:** Ensure responsive City services to be more accessible to the public and better meet the evolving needs of the community, particularly historically marginalized communities.
- **Progress to date:** Denver City Council approved the Round 1 funding package in July of 2021.
- **Intended use of funds:** Increase staff capacity and agency budgets most impacted by the pandemic and most crucial to supporting recovery efforts, especially in historically marginalized communities. Funds will support responsive City services in two primary ways:
 - Restore City workforce by eliminating employee furloughs and rehiring to fill vacant positions.
 - Address workloads by replenishing agency budgets cut due to revenue loss or in need of additional resources due to increased demands from the pandemic.
- **Eligibility Category:** Support negative economic impacts eligibility category 2.
- **Outcome goal:** Support an equitable and sustainable recovery for communities and businesses hit the hardest by the pandemic.
- **Progress to date:** Round 1 funding decisions were determined collaboratively between the community and government following a robust public outreach process that began on May 19, 2021, and included feedback from over 9,600 Denver residents. Denver City Council approved the continued Round 1 funding package in November of 2021.
- **Intended use of funds:** Support programming to rebuild social and economic structures so all residents, particularly historically marginalized communities, have access to stability and prosperity.
- **Eligibility Category:** Support negative economic impacts eligibility category 2.
- **Outcome goal:** Support an equitable and sustainable recovery for communities and businesses hit the hardest by the pandemic.

ROUND 1 Continued:

- **Progress to date:** Round 1 funding decisions were determined collaboratively between the community and government following a robust public outreach process that began on May 19, 2021, and included feedback from over 9,600 Denver residents. Denver City Council approved the continued Round 1 funding package in November of 2021.
- **Intended use of funds:** Support programming to rebuild social and economic structures so all residents, particularly historically marginalized communities, have access to stability and prosperity.

ROUND 2:

- **Eligibility Category:** Support negative economic impacts eligibility category 2.
- **Outcome goal:** Support an equitable and sustainable recovery for communities and businesses hit the hardest by the pandemic.
- **Progress to date:** Round 2 funding decisions will be determined collaboratively between the community and government following a robust public outreach process that began on May 19, 2021, and included feedback from over 12,000 Denver residents, with over 5,600 in 2022.
- **Intended use of funds:** Support programming to rebuild social and economic structures so all residents, particularly historically marginalized communities, have access to stability and prosperity.

Denver's ARPA funds do not exist in a silo, rather they represent a critical component of the City's comprehensive, multi-year financial strategy to leverage both federal and local funds for recovery. In addition to receiving the ARPA allocation in the spring of 2021, Denver accelerated the deployment of its existing bond funds for infrastructure and a passed general obligation (GO) bond program for citywide infrastructure improvements as an economic stimulant for local businesses. With a significant influx of stimulus funds coming into the city, Denver was intentional about its funding sequence. Providing the time and space for in-depth community conversations was as important as regaining staff and budget capacity. This guaranteed the city would be primed to implement stimulus recovery programming that is responsive to community needs. A multi-round approach best accommodated both needs.

Denver advanced the first portion of the Round 1 ARPA funding package when the City Council approved it on July 19 of 2021, and agencies advanced their planning for additional staff and budget capacity. With the first part of Round 1 approved, the City moved to approve the next part of Round 1, particularly for those disproportionately impacted. In November of 2021, City Council approved Denver's investments in affordable housing, shelter, and services for people experiencing homelessness, as well as business recovery, and community needs like childcare, digital equity, and mental and behavioral health support. The next set of these efforts will be funded through Round 2. In the final stages of the public process, Round 2 allocations will be presented to the Denver City Council for discussion and review in the coming months.

Looking Ahead

Denver is in the midst of executing its comprehensive recovery plan, and signs of progress are visible. According to our Dashboard, by early July of 2022, nearly \$68 million of an allocated \$154 million had been expended.

Society was stunned by the unprecedented circumstances of 2020, but Denver chose not to dwell in the unknown and rather drive toward opportunity. The City emerged from the unprecedented and through a strategic focus on engaging and supporting those most impacted by this pandemic; we continue to demonstrate progress. With a commitment to equity and sustainability, and with the support of ARPA, Denver will continue to grow stronger than ever before.

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Section 2

COMMUNITY ENGAGEMENT

Community Engagement

It takes more than hammers and steel to make a city. Deconstructing decades of systemic racism and rebuilding equitable social and economic infrastructure means first employing a different tool: listening. For too long, communities of color were distanced from civic processes or left out of conversations altogether. When developing the recovery plan, Denver committed to keeping historically marginalized communities at the forefront. This commitment led to the sequenced approach to ARPA funding and triggered the phased community outreach campaign, RISE Together Denver. This campaign stretched across 15 months between May 2021 and July 2022. The Department of Finance (DOF) aimed to educate residents on, and engage them in, the economic recovery process, with particular focus placed on reaching historically underserved communities.

Concepts like budgeting and funding strategies are often so shrouded in complexity, that the people who might most benefit from those decisions find it difficult to understand, let alone participate in, such conversations. RISE Together Denver sought to pull back the curtain and not only invite residents into the process but bring the process to them. The outreach approach was designed to be as accessible to the public as possible and executed in a way that focused on those hit the hardest by the pandemic and with the highest barriers to typical public input processes.

Between 2021 and 2022, the DOF engaged with over 12,000 residents and received more than 15,000 surveys and comments. Over 40 percent of respondents identified as Black, Indigenous, or people of color (BIPOC), and over a third of respondents said they were either somewhat worried or very worried about affording next month's expenses. The city saw the highest levels of participation from target neighborhoods identified as most vulnerable to displacement.

Through an inclusive, multi-year outreach process, Denver ensured community perspectives and needs, informed funding decisions, and drove the City's economic recovery plan.

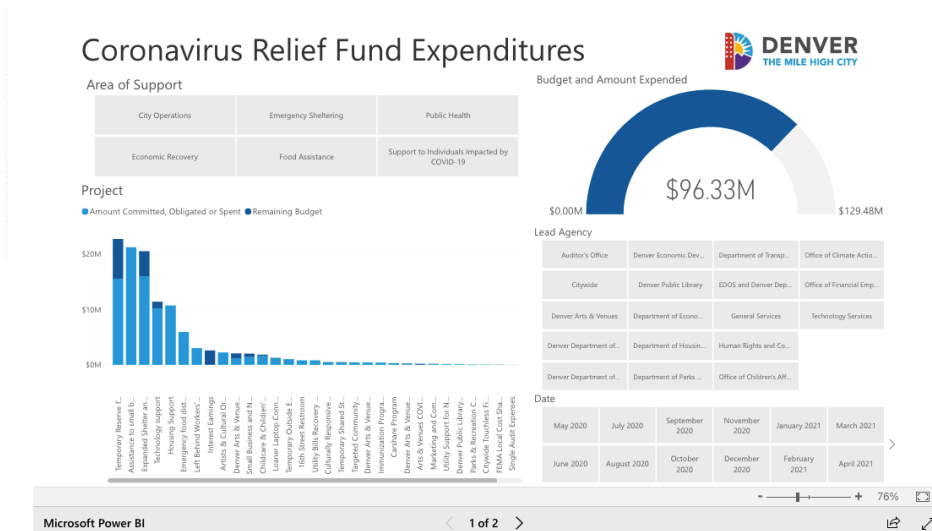
2021 Process

To inform the initial outreach process in 2021, the DOF reviewed all relevant input submitted by community members and City Council officials between 2017 and 2020. Ten themes were identified as areas of concern:

- Transportation systems
- Community and cultural facilities
- Spaces to serve people experiencing homelessness and to promote public health
- Projects addressing climate change and supporting the environment
- Parks and recreation systems
- Bringing back and enhancing lost jobs and creating new jobs
- Strengthening small-business and nonprofit growth and resiliency
- Revitalizing neighborhoods through targeting community support and placemaking
- Making it easier to do business with the City
- Accelerating public investment

Additionally, the City worked with the Denver City Council to allocate \$126 million through the CARES Act's Coronavirus Relief Fund (CRF) for emergency response. City government engaged the Denver City Council, through a series of briefings and televised presentations to council committees, in order to solicit feedback on the proposed phased spending and determine a plan to meet communities' most urgent needs. Over the course of the year, the DOF presented to City Council committees on six different occasions, and six key investment areas were identified. Those key areas include public health, food assistance, the continuity of City services, economic recovery, sheltering and housing support, and individual support to the most vulnerable residents.

In addition to briefings with the City Council, the DOF was intentional about being as transparent and communicative with the public as possible. The DOF issued five news releases detailing its funding plans. DOF also launched an [interactive dashboard](#) to track how the money was spent as well as highlight the communities served through those funds. The transparent and accurate use of Denver's CRF funds was later identified as a best practice by the city's independently elected Auditor.



Images of Denver's CRF dashboard

Informed by this prior input, the City designed an inclusive engagement process to safely and accurately capture the community's priorities of rebuilding Denver's social and economic framework in a more equitable way. The outreach plan centered around key questions informed by the earlier processes and sought to reach and elevate the perspectives of those who have historically been the furthest removed from civic discussions and decision-making. This provided them access to discourse and more social power. DOF collaborated with equity experts both within city agencies and at the Mayor's Office of Social Equity and Innovation (OSEI), as well contracted external experts to review and edit survey content and design, provide best-practice recommendations for inclusive marketing techniques, advise on language access, and provide input on ideal platforms to host engagement sessions.

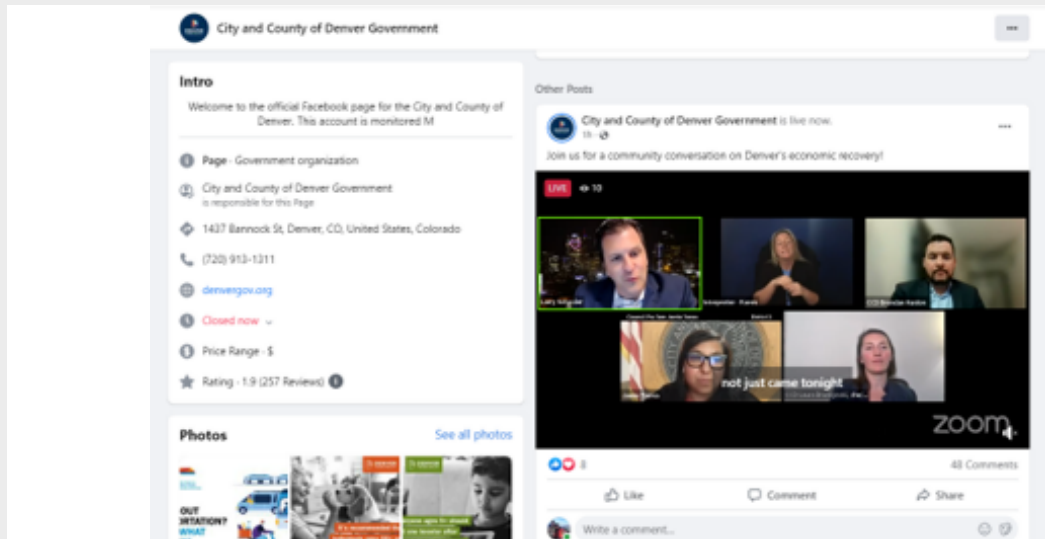


Image of the [RiseTogetherDenver.org](https://www.risetogetherdenver.org) website homepage livestreaming a telephone townhall in 2022

The collaboration resulted in a three-week campaign in May–June of 2021. Because of the public health environment at the time, the City prioritized a digital and distanced approach. However, to mitigate the impacts imposed by the digital divide, the campaign embraced a two-pronged structure: a digital engagement website featuring survey questions, and four telephone townhalls featuring live polling and open comments. To foster a collaborative experience for residents, DOF aligned the telephone townhalls with the digital website as much as possible. Residents could access surveys between May 19 and June 9, 2021, and the four telephone townhalls took place within that window as well. The questions asked during townhalls were the same questions asked online, though residents were able to answer additional questions through the website. Despite the need for digital and distanced processes, this approach allowed residents to participate in the same conversations, and their feedback was reviewed collectively.

The DOF leveraged a contract with the software platform Bang the Table to launch the digital engagement website www.RiseTogetherDenver.org. The site includes a homepage and pages for community recovery, business recovery, and infrastructure. The site is fully translatable, with unique welcome messages in English, Spanish, Vietnamese, and Amharic. These languages were selected after consultation with the City's language access coordinator, who prioritized them based on the percentages of community members with limited English proficiency within each population in Denver.

Using information gathered through community outreach between 2017 and 2020 as a foundation, the City finalized a list of 19 topics for resident input:

Community recovery topics

- Housing and support for people experiencing homelessness
- Transportation access
- Food access
- Education
- Childcare
- Health care access

- Mental health access
- Digital access
- Direct cash assistance

Business recovery topics

- Jobseeker and workforce support
- Local business support
- Community and neighborhood support
- Government regulations for Denver businesses
- Accelerated public investment

Infrastructure topics

- Safe and accessible transportation systems
- Community and cultural buildings
- Spaces to serve people experiencing homelessness and to promote public health
- Projects addressing climate change and supporting the environment
- Enhanced parks and recreation systems

Across the three recovery categories, the City posed 32 questions to residents. The campaign featured multiple-choice questions, open-answer options, and forum posts to encourage dialogue among residents. Knowing that it was important to carve out spaces where residents felt comfortable openly sharing their thoughts and conversing with their neighborhoods, the campaign intentionally created such spaces, and it structured questions in accessible and sensitive ways. Each recovery area included forum posts about equity and the need to prioritize historically underserved communities.

The inclusion of forum discussions throughout all the recovery areas encouraged residents to voice their concerns and start honest dialogues about the hardships they faced during the previous year.

To reach people with digital access barriers, the campaign also hosted four telephone townhalls. These events were designed to reach historically underserved communities in three primary ways. Firstly, by leaning into the medium of telephone service, the City lowered barriers imposed by the digital divide and connected with those who have limited to no internet access or a lack of comfort with internet technologies. The use of this medium also sought to reach residents who faced more systemic barriers to civic discussions. A certain degree of literacy is required for written surveys, but the format of the telephone townhalls allowed residents to hear conversations and follow verbal instructions for live polling. Finally, those facing the greatest financial and social pressures, and those historically disenfranchised from civic processes, often have the least capacity to seek out participation opportunities. The telephone townhalls brought the conversation to residents, meeting them where they are.

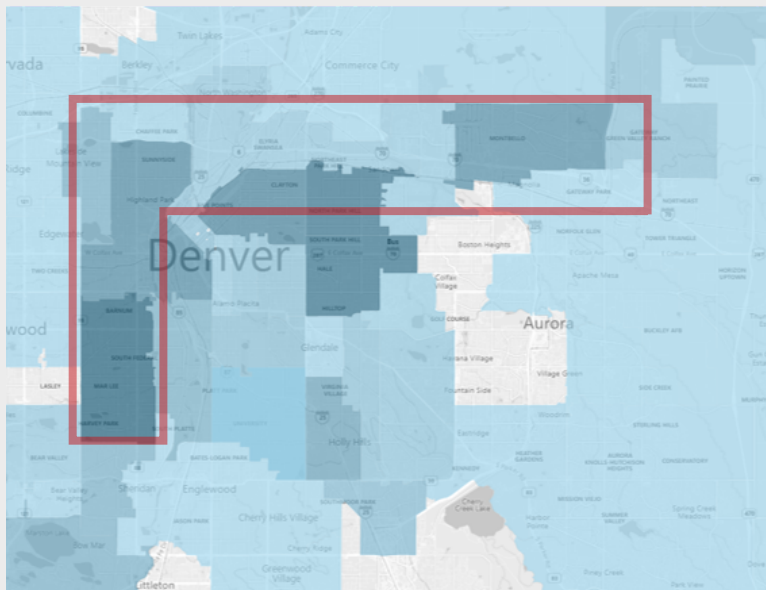
Although the telephone townhalls were open to all residents, each event dialed out to 20,000 residents and sent text messages to 10,000 residents, for a total of 120,000 direct contacts across all four townhalls. All phone and text outreach went to residents listed within 10 neighborhoods identified as the most vulnerable to displacement,

known in Denver as [NEST](#) [Neighborhood Equity & Stabilization] neighborhoods. NEST neighborhoods are located in historically underserved areas that are undergoing large-scale development, placing residents at higher risk for involuntary displacement. NEST neighborhoods commonly have the highest poverty rates, the lowest educational attainment levels, and the least amount of access to food and healthcare. The telephone townhalls were marketed to these 10 neighborhoods as well, with 25,000 translated postcards mailed to residents and a paid social media campaign geofenced in these neighborhoods. All four telephone townhalls were simulcast in English, Spanish, Vietnamese, and Amharic. They were held both on weekdays and on weekends, in the morning and in the evening hours to accommodate the working schedules of all Denver residents.

Telephone townhalls brought civic conversations and decision-making processes into community members' homes and lives, allowing them an active role while they made dinner, got ready for work, or cared for their children. Each townhall featured a panel of City leadership, including the mayor, the Denver City Council president, the chief financial officer, and other topical experts from the City's human services, transportation, economic development, and parks and recreation departments. Residents were polled on nine questions and had the opportunity to speak to the panelists and share open comments live.

2021 Turnout and Results

Between May 19 and June 9, 2021, more than 6,200 residents participated in the campaign, and 9,800 survey responses and comments were received.



Map of the Denver metropolitan area shaded to reflect participation by zip code, with higher participation shaded darker. The red outlined “inverted L” represents Denver’s vulnerable neighborhoods. The map shows that historically marginalized neighborhoods saw the highest participation rates by zip code.

Seven key topics arose from the surveys:

- Increased affordable housing
- More employment opportunities
- Jobseeker and workforce support and more job opportunities, including apprenticeships and job-training opportunities
- Business costs of rent/lease/mortgage
- Safe, accessible streets, sidewalks, bike lanes, and transportation systems

2022 Process

In 2022, the DOF mimicked the digital engagement website and telephone town hall approach from the prior year but added two additional steps to the process: focus groups with community leaders and a specialized survey for nonprofit and community organizations. To build off of community feedback from 2021, but still allow for flexibility within a rapidly changing environment, the City hosted focus groups on May 20th with community leaders to discuss outcomes they hoped to see for Denver’s recovery.

The DOF invited 120 community leaders with expertise across four general recovery areas:

- Affordable housing and support for people experiencing homelessness
- Safe and vibrant neighborhoods
- Public health and mental wellbeing
- Business and worker support

Resident experts met in two groups—one group with members focused on the needs of, or specifically served residents of, Denver’s most vulnerable neighborhoods, and one with members who had a citywide or broader perspective on Denver’s recovery. Working with agencies and Denver City Council, the DOF built digital discussion boards and added pre-populated “sticky notes” with outcomes identified from the City’s 2021 ARPA investments and council members. Through two-hour conversations facilitated by an independent third party, focus group members discussed the previously identified outcomes on the digital discussion boards and generated new outcomes and priorities. Members offered over 500 comments, ideas, and endorsements between both focus group sessions.

This feedback was analyzed by both the independent facilitation partner and by City staff. The top comments and ideas generated during focus group meetings centered on affordable housing, issues of homelessness, community support and safety, and public and mental health.



Image displaying aggregated comments received from focus group attendees

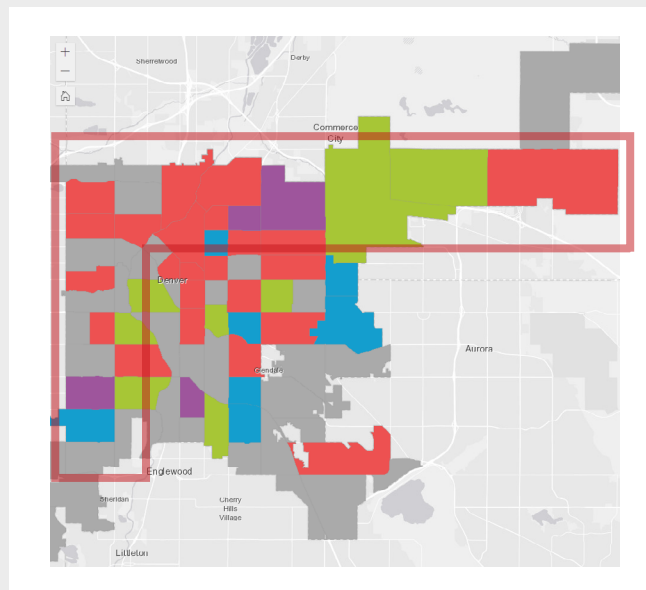
This feedback served as the foundation for the general public outreach process in June 2022. With clear themes from focus group members, the DOF developed 16 questions spanning the four general recovery areas. Of these questions, ten were multiple choice and six were open forum questions to allow for dialogue. Within each general recovery area, the City designed a broader question as well as a question that centered on equity. It then asked residents to consider the needs of historically underserved residents.

Residents could participate in the surveys through the digital engagement website or through two telephone town halls. In 2021, the City dialed out to 120,000 residents in historically underserved zip codes and simulcast the meeting in English, Spanish, Vietnamese, and Amharic. The meetings were also broadcast to the City's municipal television station and through Facebook.

As a final step in the 2022 process, the City developed an additional survey directed toward nonprofits and community organizations that are instrumental in deploying ARPA funds to residents. Recognizing that nonprofits and community organizations faced unprecedented change and stress during the Covid-19 pandemic, Denver launched a survey from June to July 2022 to better understand how the City can support nonprofit and community partners to apply for, deploy, and report on federal funds.

2022 Turnout and Results

Between June 6 and June 20, 2022, more than 5,800 residents participated in the campaign, and 5,200 survey responses and comments were received.



Map of the Denver metropolitan area shaded to reflect participation by zip code, with higher participation shaded darker. The red outlined "inverted L" represents Denver's vulnerable neighborhoods. The map shows that historically marginalized neighborhoods saw the highest participation rates by zip code.

As in 2021, the top priority from residents was affordable housing and support for people experiencing homelessness.

Nine key topics arose from the surveys:

- Support for Denver's most vulnerable residents
- Equitable solutions for residents and families to build generational wealth

- Increased opportunities for youth, particularly in historically underserved communities
- Alternative response to assist in behavioral, mental health, or substance misuse crisis
- Keeping residents in their homes and enabling neighborhoods to thrive
- More accessible and affordable mental health care
- Focused services for historically underserved residents
- New jobs and support for workers and those who lost jobs
- Providing reskilling, mentorship, and educational opportunities for people, especially youth, people with disabilities, veterans, and communities of color

All open-ended comments received online and over the phone were analyzed as well. The community conversation centered on themes such as affordable housing, mental health, safety, support for people experiencing homelessness, and support for businesses.



Image displaying aggregated comments received from the public across all recovery areas

Three themes were prominent in multiple surveys and within open comments:

- Wraparound services for people experiencing homelessness and for those in mental, behavioral, or substance misuse crisis.
- Homeownership to keep people in their homes.
- Educational and reskilling opportunities for workers and for youth.

All the survey questions and responses will be published for the public through an interactive dashboard on the [www.RiseTogetherDenver](http://www.RiseTogetherDenver.com) website.

Stakeholder Committee Process

In 2021 and in 2022, the results of the public input process were shared with two community advisory committees to review specific funding proposals before starting the legislative process.

Members were appointed to the committees and represent a variety of backgrounds and experiences. More than 60 percent of members across the three committees identified as BIPOC or were representative of other traditionally marginalized communities, including people living with disabilities. The DOF presented all community feedback to each committee to inform their advisory roles. The committees continue to meet regularly to discuss funding strategies and advance specific funding allocation recommendations to the mayor and the Denver City Council.

The Stimulus Investment Advisory Committee (SIAC):

A 13-member group of diverse community, nonprofit, and business representatives. This body advises the City on ARPA allocations relating to community and business investments.

- Councilwoman Stacie Gilmore — *City Council President*
- Elbra Wedgeworth — *Former City Council President, former Denver Health and Hospital Authority executive*
- Lindy Eichenbaum Lent — *Rose Community Foundation President and CEO*
- Stewart Tucker Lundy — *Disability Law Colorado Board Member, 16th Street Mall Champions Member, CEO Stewart Tucker Lundy & Associates*
- Lori Davis — *Economic Relief and Recovery Council Chair, Grant Thornton Managing Partner*
- Albus Brooks — *Long Term Recovery and Resiliency Committee Co-Chair, Milender White Vice President, Former City Council President*
- Dewey Jackson — *Denver Area Labor Federation AFL-CIO President*
- Tony Lemus — *El Centro Program Director*
- Janice Sinden — *Denver Center for the Performing Arts President and CEO*
- Christine Benero — *Mile High United Way President and CEO*
- Susan Powers — *Urban Ventures President; Denver Health Foundation Board Member*
- Glenn Harper — *Sun Valley Kitchen and Community Center Owner*
- Monica Martinez — *The FAX Partnership Executive Director*

Stimulus Investment Advisory Partner Sub-Committee:

Local leaders from eight partner organizations, many of which also received federal funding, such as Denver Public Schools, RTD, Denver Housing Authority, and more. This body collaborates and shares investment plans to create a coordinated, regional federal funding approach.

- Dr. Robin Wittenstein — *Denver Health and Hospital Authority CEO*
- David Nisivoccia — *Denver Housing Authority Executive Director*
- Chuck Carpenter — *Denver Public Schools Chief Financial Officer*
- Angela Bricmont — *Denver Water Chief Financial Officer*
- Doug McLeod — *Regional Transportation District (RTD) Chief Financial Officer*
- Deborah Jordy — *SCFD (Scientific Cultural and Facilities District) Executive Director*
- Patrick Meyers and Hana Sayeed — *State of Colorado Office of Economic Development and Information Technology*
- Richard Scharf — *VISIT DENVER President and CEO*

Currently, the City and the Stimulus Investment Advisory Committee are in the final stages of reviewing the 2022 allocations and a package will soon enter the legislative process to move toward City Council approval.

3

Section 3

**PROMOTING
EQUITABLE
OUTCOMES**

Promoting Equitable Outcomes

Equity has long been a goal in Denver, and the mayor launched the Office of Social Equity and Innovation (OSEI) in 2019 and officially established the office in 2020 through Executive Order 146. OSEI uses best and innovative practices to lead Denver in transformative change with a commitment to equitable outcomes. OSEI aims to ensure that equity is embedded in all facets of Denver's operations. The office oversees the citywide effort to advance policies and practices that center those who are underrepresented and have been historically disadvantaged. Through its work, OSEI combats not only interpersonal racism, but structural racism entrenched in established institutions as well as institutional racism built into laws and practices that systemically result in inequality and negative outcomes for certain racial groups.

OSEI established four Citywide equity goals that were used to guide racial equity work:

1. Denver will be an inclusive employer where City staff is valued, supported, and given the tools to advance social equity, race, and social justice.
2. Denver will be an inclusive City that integrates social equity, race, and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.
3. Denver will be an inclusive government that effectively engages the community to create equitable outcomes.
4. Denver will use nationally recognized research and data-driven practices to support the City's progress toward social equity, race, and social justice.

In addition to the four Citywide equity goals, OSEI flagged focus areas most relevant to Denver's equity mission and created four additional goals specific to the work of the office:

1. The OSEI's staff expertise will directly influence policies, budget, and programmatic decisions to lead agencies in achieving measurable changes in racial and social equity in Denver.
2. The OSEI will train all Denver staff in its Race and Social Justice Academy.
3. The OSEI will develop concrete methodologies of utilizing and analyzing data to craft approaches for system changes.
4. The OSEI will create a direct link with the community that will guide, shape, and drive aspects of our work.

With these goals in mind, DOF aims to be in alignment with OSEI to ensure equitable outcomes for both rounds of Denver's ARPA spending plan.

Equitable Goals and Intended Outcomes:

To achieve its goal of an equitable and sustainable recovery, Denver first identified how to use the term equity. Equity means the fair treatment, access, opportunity, and advancement for all people, while at the same time identifying and eliminating structural barriers and systemic racism that have created inequity for historically marginalized groups. Equity is achieved through the advancement of policies and practices that center on those who are underrepresented and have been historically disadvantaged. Improving equity involves increasing justice and fairness within the protocols, processes, practices, and policies of institutions or systems, as well as in their distribution of resources. When equity is the primary focus, with diversity and inclusion as supportive facets, all segments of communities are improved. This allows individuals who have often been institutionally marginalized and historically disadvantaged to be fully engaged and supported in achieving successful outcomes. Denver takes a race-explicit but not race-exclusive approach. This means that the City leads with race because it is still the primary determinant of life

outcomes, but also considers the intersection of all aspects of a person's identity.

Equity is closely tied to actions and results that address historical disparities. Ultimately, equity occurs when race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

Based on this definition of equity, DOF worked with City agencies and OSEI to outline key priority groups for ARPA funding allocations. In disaggregating outcomes, the City intends that demographic factors and one's neighborhood should not determine life outcomes or access to services. These categories include intersectional identities such as race/ethnicity, gender identity, disability, age, sexuality, immigrant identity, and others who have been historically marginalized from benefits, services, investments, and resources.

After analyzing ARPA eligibility requirements, and cross-walking those requirements with the themes prioritized through the RISE Together Denver public outreach process, the City identified a variety of populations that may benefit from Denver's ARPA allocations, either through Round 1 or Round 2.

- BIPOC households and communities
- Small businesses impacted by COVID-19, including minority/women-owned businesses
- NEST neighborhoods
- Youth and children
- People with behavioral health, mental health, and substance abuse conditions in underserved communities
- People with disabilities
- People with limited English proficiency
- Households with digital access barriers
- Low- to moderate-income individuals and households
- Low-food-access neighborhoods or populations
- People experiencing homelessness
- Furloughed employees

Equitable Access and Distribution:

To serve the needs of those most impacted by the pandemic, the City employed an existing and proven framework to evaluate ARPA funding proposals through an equity lens.

Since its creation, OSEI has been embedded in the annual Citywide budget process and developed a Budget Equity Framework. This framework is intended to operationalize identifying and developing budget requests that support historically marginalized communities or mitigate the impacts of budget decisions that may negatively impact these communities. In the 2021 and 2022 budget processes (completed in 2020 and 2021), agencies had to consider:

- How does the budget request or adjustment directly benefit or impact one or more of the following? Older adults, people with disabilities, BIPOC communities, and individuals historically marginalized by systems
- Identify the neighborhood(s) or city employees most impacted by the request
- What could be the unintended consequences of the budgetary adjustment?
- How will the agency/department mitigate harm and address any concerns due to the budgetary adjustment?

This framework was applied in 2020 when the City had to implement budget reductions. In 2021, the framework was provided to community advisory committees who were guiding Denver's stimulus funding plans. Both the SIAC and the BEC were briefed on the framework to ensure that considerations for equity were considered in all funding decisions.

DOF developed a similar set of questions specifically for the ARPA process. The questions included:

1. Please review pp. 20-21 of the State and Local Fiscal Recovery Funds Compliance and Reporting Guide. From the available options, please indicate the primary population served.
2. If applicable, please select two additional populations served by this program.
3. How equal and practical is the ability for historically marginalized residents or businesses to become aware of the services or goods offered within this program?
4. What is the primary goal of this program in promoting equitable outcomes: (Multiple Choice)
5. Closing gaps
6. Reaching universal levels of service
7. Disaggregating progress by race, ethnicity or other equity dimensions

The budget framework is coupled with a data-driven approach to ensure that funds are distributed to communities and neighborhoods in most need of resources and support. Many City agencies have equity frameworks or tools to guide programming and budget decisions. For example, the Department of Public Health & Environment (DDPHE) uses a [Neighborhood Equity Index](#) to identify where the greatest health disparities exist in Denver. Considering health outcomes based on these factors helps DDPHE address health disparities and social determinants of health. Denver Economic Development & Opportunity (DEDO) directs much of its resources to businesses and households in NEST neighborhoods to support anti-displacement efforts. Similarly, the Office of Children's Affairs uses a Child Well-Being Index to devote support to neighborhoods with a high percentage of youth of color, high child poverty rates, and high percentages of chronically absent students, as well as other factors.

Finally, to identify and understand the potential impacts of ARPA funding, OSEI continues to work with agencies across the city to develop and discuss measurable outputs, outcomes, and impacts, both short-term and long-term through agency equity action plans.

Awareness

Confronting and tackling equity issues requires an understanding of the root causes of disparities within society and listening to those most impacted by inequity. Relationship building is instrumental to the larger rebuilding goals in Denver, which is why Round 2, which focuses on funding community and business support, started with a robust community outreach process. The City heard directly from residents and learned about the most pressing needs of the community. Vulnerable NEST neighborhoods had the highest concentrations of participation over the three-week outreach campaign.

RISE Together Denver did not end on June 9, 2021, when surveys closed. Rather, the initial three-week survey collection period serves as the first step to opening better and lasting channels of communication and dialogue between the City and its historically marginalized residents. The website pivoted after surveys closed to host information about the next steps in the economic recovery process. To be as transparent as possible, a dashboard with all community feedback was published on the site, along with recordings of all four telephone townhalls. DOF will publish details and information about Round 2 funding proposals when they are advanced to the Denver City Council.

When support resources are approved and become available, the same communication channels will be employed to relay opportunities to the public. The City gained the ear of more than 6,200 residents through RISE Together Denver, and there is an opportunity to strengthen those relationships by being responsive and accountable to the needs they raised. Denver will communicate funding decisions to residents who participated in the outreach campaign and also cultivate new connections by empowering residents to tap into their networks and distribute information.

Trust-building is a long process, and Denver knows that communities may be uncertain of their government. The various community stakeholder committees established during the public process will serve as trusted intermediaries to distribute information to vulnerable and historically marginalized populations. Nearly 30 diverse community members sit on either the Stimulus Investment Advisory Committee, the Partner Sub-Committee, or the Bond Executive Committee. These residents are known and recognized as leaders in their communities, and more than 60 percent of these individuals are identified as BIPOC. These local leaders have far greater reach into their communities and DOF will provide content and support so they can distribute information about available resources to their networks.

In addition to building on the positive momentum from RISE Together Denver, the City will leverage all relevant communication channels to spread information about support programs. This includes newsletter or e-blast communications from the Mayor's Office, Denver City Council, and City agencies such as Denver Human Services, Denver Economic Development & Opportunity, the Office of Children's Affairs, Human Rights & Community Partnerships, and more. Other tactics such as geofenced social media campaigns, flyers at public buildings, like Denver Public Libraries, media releases, and community events can also be leveraged.



Section 4

USE OF FUNDS

Use of Funds

ARPA Funding Strategy:

Denver's ARPA funds are being delivered in two equal installments, the first \$154 million was received in July 2021 and the second one is expected in July 2022. The City has developed uses for the first installment of funding, with efforts underway in the Summer of 2022 to allocate the second tranche. Denver's use of the first installment can be summarized under three strategies: 1) Restoring Responsive City Services; 2) Rewarding Courageous and Dedicated City Workers; 3) Recovering from Pandemic Impacts with an Equitable and Sustainable Response. Each will be described in detail below:

Strategy #1: Restoring Responsive City Services

The first phase of Denver's ARPA funds dedicated \$64 million to restore portions of budgets that were reduced amid decreased revenues as a result of the pandemic. In April 2020, the City initiated a mid-year budget reduction process in response to dire economic conditions of the pandemic. The Mayor's Office and the DOF partnered with OSEI to ensure that reductions would have as few negative impacts as possible on historically marginalized communities. The City requested 7.5 percent budget reduction proposals from each agency, and those proposals were processed through OSEI's Budget Equity Framework to mitigate negative impacts on key populations, including BIPOC communities, people with disabilities, older adults, and children. Each savings proposal was evaluated based on its impact and feasibility. Not all proposals were implemented. In fact, as a result of this process, certain agencies, such as the Office of Housing Stability and the Office of Children's Affairs, were identified as critical to serving vulnerable communities and experienced few, if any, reductions. In some cases, these critical agencies were allocated more funds.

Although the reduction process was rooted in the Budget Equity Framework, leaner budgets posed hardships both to agencies and to the residents most dependent on City services. Denver's spending of its Round 1 ARPA funding was used to most immediately address those hardships and includes two categories:

Sub-Use 1: Restoring City Workforce

Through the first round, Denver invested \$64 million in restoring portions of City agency budgets to address staffing. Approximately 400 staff positions were held vacant as a cost-saving measure, and those funds allowed agencies to fill 271 positions. Additionally, staff were required to take between six and nine furlough days, depending on their annual pay, with closures of all City offices on four of those days. The furlough plan varied the unpaid days with equity in mind. With these funds, all furlough days were canceled.

Key outcomes: Restoring the City's workforce provided residents with more access to critical City services, and staff had the capacity to better meet the evolving needs of the community. In the long term, these efforts will yield greater connections between residents and City staff and more positive relationships between the government and the public.

Sub-Use 2: Addressing Workloads

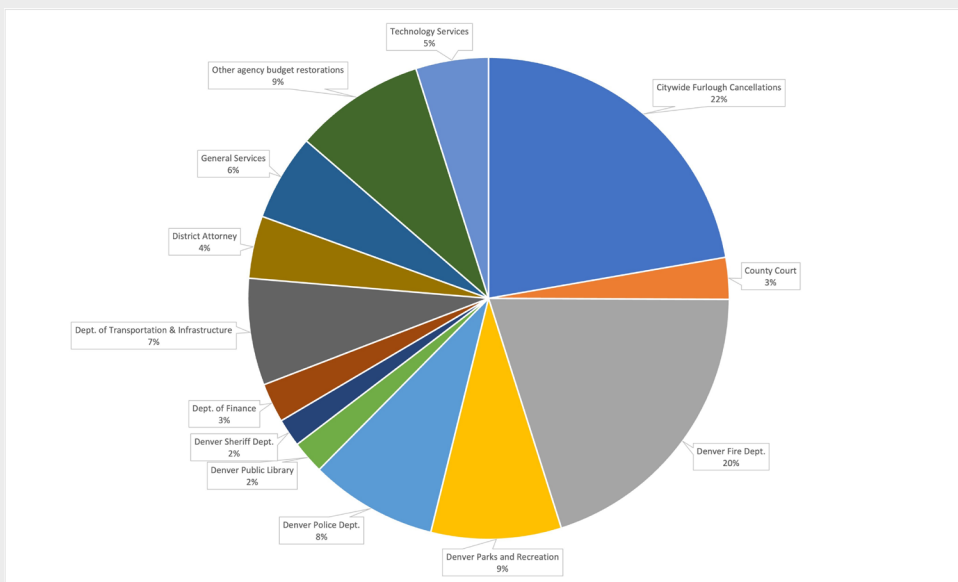
In addition to supporting staff positions and availability, the first round dedicated \$6.8 million in 2021 and 2022 to critical services that were impacted by the pandemic, either through backlogs during public-health-ordered closures or through increased need due to the virus. Through these funds, the City was better able to serve a variety of residents, including:

- Residents in the criminal justice system, by reducing backlogs within courtrooms
- Residents facing housing insecurity, by adding resources to address the threat of foreclosure and eviction
- Residents struggling to maintain or revitalize business opportunities, by investing in the patio expansion program, City permitting, and public health inspections

In addition to supporting these services, funds will support general security and technology efforts to allow for safe and efficient hybrid Denver City Council meetings, a more seamless return-to-work process, and support for the management of federal funds.

Key outcomes: By dedicating resources toward critical City services that have experienced drastic increases in staff workloads, the City will be more responsive to emerging needs and better prepared to serve residents most impacted by the pandemic, including those in the criminal justice system, those facing housing insecurity, and the business community.

Restoring Responsive City Services Allocations by City Agency



Pie chart displaying Denver's Restoring Responsive City Services funding allocations by City agency

Strategy #2: Rewarding Courageous and Dedicated City Workers

In November of 2021, Denver extended \$8.8M in premium payments to City employees who were required to work in environments with the risk of exposure to Covid-19 prior to vaccines becoming widely available. In alignment with federal guidance, to receive a payment, employees must have been required to regularly spend their work time having in-person interactions and/or physically handling items that were handled by others. Employees who worked from home did not qualify for this payment. For each month of qualifying work between March and December of 2020, an eligible employee received \$250. As there were 10 possible qualifying months, the maximum amount an eligible employee received was \$2,500. Denver used its ARPA allocation to extend payments to 4,115 civilian, non-uniformed, staff. A parallel hazard pay program utilizing the Coronavirus Relief Funds occurred at the time same, with its beneficiaries being uniformed staff within the Fire, Police, and Sheriff departments.

The use of the premium pay category was a practical, tangible way for the City to showcase its appreciation for the staff who exemplified public service during the height of the emergency. And given the payments were made during the onset of the Omicron variant, they underscored the commitment of the City to support its employees in their dogged pursuit to avoid disruption to the smooth functioning of City services.

Strategy #3: Recovering from Pandemic Impacts with an Equitable and Sustainable Response

Denver's largest and most extensive category within its first tranche of ARPA funds addresses the negative impacts of the pandemic, particularly among disproportionately affected communities. Totalling \$73.5M and directly informed by public engagement strategies, as described in the Community Engagement section, these uses direct resources to individuals, households, businesses, and non-profits, and are distributed within three overarching programmatic areas: 1) Housing & Homelessness; 2) Community Investments; 3) Support to Businesses and Workers.

Sub-Use 1: Housing & Homelessness

Denver's primary recovery investment area is housing and homelessness. \$50.3M of ARPA funds were allocated for this purpose across a variety of projects and programs. Seeing that the reasons for homelessness and housing insecurity are numerous, Denver opted to use a variety of techniques to grapple with this complex problem. At the forefront is a \$28M investment in affordable housing, designed to increase the inventory of affordable housing units for low- and medium-income individuals. In addition, there are also investments in shelter alternatives, like outdoor encampments, tiny home construction, and a pilot program for individuals who choose to shelter in their vehicles. To keep individuals at risk of homelessness in their current homes, funding was also made available to support rapid re-housing efforts, as well as to pilot a novel basic income program. Additionally, Denver has strengthened its network of shelter sites by investing in the continued build-out of the 48th Avenue Shelter site, which opened in 2021. There has also been an effort to bolster the resiliency of Denver's shelter sites through a capital needs assessment, which will eventually result in a number of physical improvements at priority locations, whether City or partner-owned. Finally, Denver will make an investment in readying three recreation centers in strategic areas as emergency shelter sites, if needed in the event of a future emergency. More detail on these projects is available in the project inventory section.

Key outcomes: Strengthened housing stability resources and investments in the community.

Sub-Use 2: Community Investments

\$13.1M in ARPA funds were invested in a wide-ranging list of community-centric investments. While the particulars may vary, the glue that binds them is their focus on addressing the Covid-19 impacts on specific populations with very precise needs. Here, investments in food security, mental wellness and substance misuse, childcare, non-profit resiliency, digital equity, cultural institutions, and community safety, all reside. At their heart, all requests aim to deliver equitable outcomes for populations that have been historically underserved, and consequently significantly disadvantaged by the pandemic. More detail on these projects is available in the project inventory section.

Key outcomes: Revitalize Denver's neighborhoods through targeted community support and placemaking, including:

- Increased access to affordable, quality, and culturally appropriate food
- Strengthened mental and physical health support and systems in Denver
- An environment where the community feels safe and can gather collectively without fear of crime
- Improved and expanded access and utilization of high-quality out-of-school time services for youth. Presence of a sustained workforce of providers that can provide trusting and engaging programs.

- Improved and expanded access and utilization to high-quality, affordable child care services. Presence of a workforce of providers that can earn an income and that are connected to city systems.

Sub-Use 3: Support to Businesses and Workers

Businesses and workers were supported with \$10.1M in ARPA funds. The primary use of this category is a business impact opportunity grant program, allowing small businesses to access \$5 million in grant funds with issues related to displacement, disruption from construction, operating challenges, or neighborhood safety—all factors exacerbated by the pandemic. Additional investments in this category include support for entrepreneurial activities and business navigation among women and/or black individuals, indigenous individuals, and people of color. Finally, related to the intense and ongoing impact on business health in the City downtown core, dedicated support was extended to reactivate and reenergize that geography through seasonal events, tourism promotion, and pop-up retail activity. More detail on these projects is available in the project inventory section..

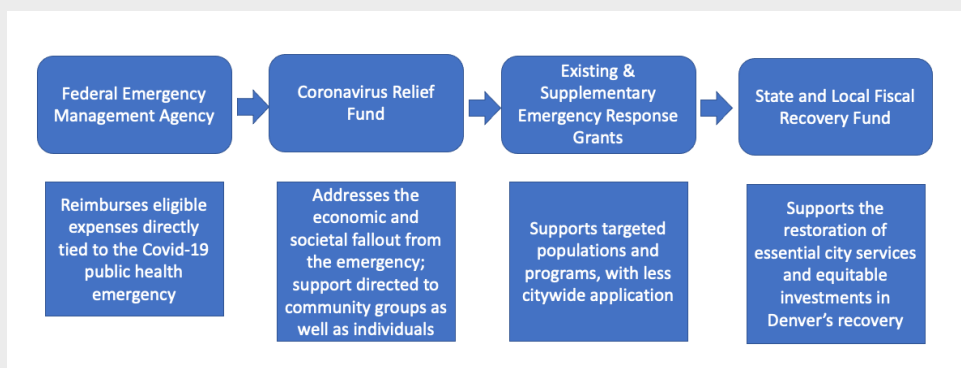
Key outcomes: Bring back and enhance lost jobs, create new jobs, and strengthen small business and nonprofit growth and resiliency. In addition, make it easier to do business with Denver.

Broader Federal Funding Strategy

Federal recovery funds are a vital component in the City's financial response to the COVID-19 emergency. As the City experienced unprecedented declines in tax revenue and subsequent reductions in outlays for services and programs in both 2020 and 2021, these funds have helped Denver weather the worst impacts of the pandemic and provide favorable conditions for a robust recovery. The City's fundamental approach is to prioritize community needs around life and safety and to direct those expenses to the most restrictive of funding sources. This way the City maintains funding capacity for broader impacts of the emergency, such as helping individuals, households, businesses, and nonprofit organizations recover from the economic fallout of the emergency. That is because some federal funding sources only reimburse for items that are closely tied to the preservation of life and safety, such as personal protective equipment (PPE) or emergency shelter expenses, while others are broader in scope and application.

Keeping those latter sources open for a more flexible response – whether that be through small-business grant programs, childcare assistance, or the provision of transportation when residents are hesitant to use public buses and trains – is contingent on first maximizing the more restrictive categories of funding. This strategy is depicted in the figure below, which demonstrates the order or progression from most to least restrictive funding source.

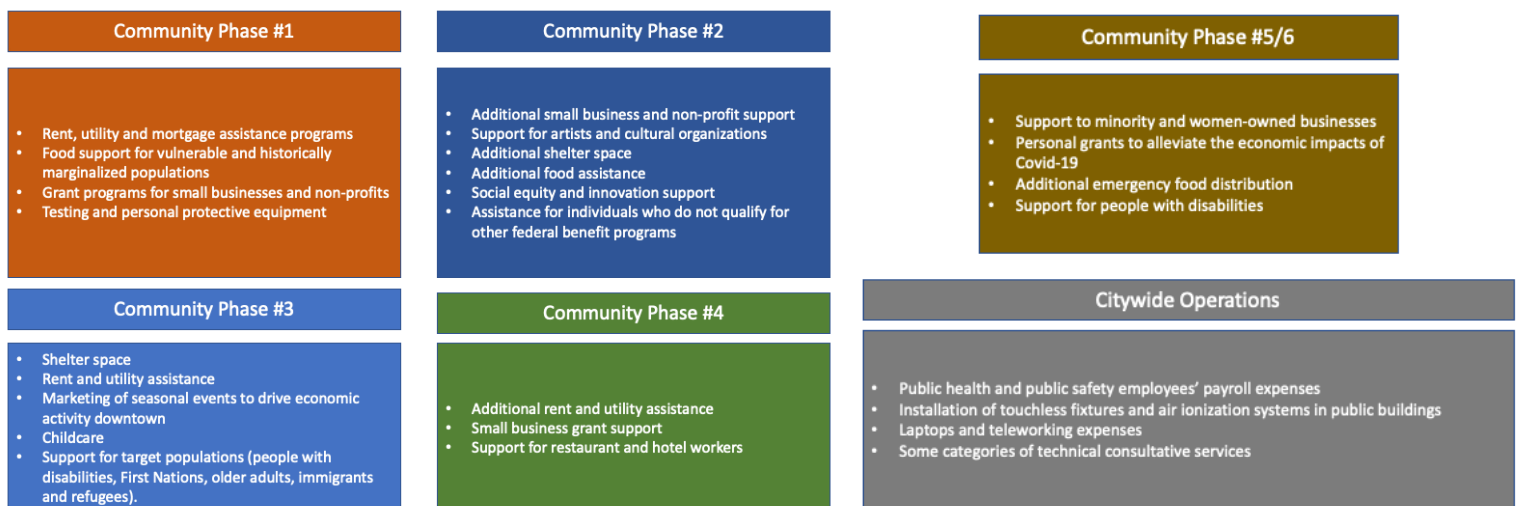
As the graphic indicates, Denver has adopted a strategy of using Federal Emergency Management Agency (FEMA) public assistance funding first. This grant program continues to provide vital support for sheltering people



Denver's progression of federal funding deployment

experiencing homelessness, the provision of personal protective equipment, emergency operations center expenses, community testing, vaccine administration, support to the local public safety net hospital system, and emergency needs at Denver International Airport. All of these uses fit squarely in the category of emergency expenses that preserve and protect lives, which is why FEMA funds were pursued from an early stage.

However, not every community need is life and safety driven. Businesses and nonprofits have struggled to keep their doors open amid the economic fallout from the crisis, families have struggled to afford nutritious food, renters have fallen behind on their monthly payments, including those for utilities, and educational programming for Denver's youth has been severely disrupted amid social distancing requirements. These are just a sample of community needs met with funding from the Coronavirus Relief Fund (CRF) program, which are detailed in the figure below. The City recognizes that the pandemic has impacted everyone in different ways, which is why Denver has prioritized using these funds on a diverse array of projects, each of which tackles pandemic-related issues from a different angle. To meet these diverse needs, Denver provided CRF funding through separate project allocations to 19 City agencies and departments. Because this funding source was timebound, with a program end date of December 31, 2021, Denver prioritized the deployment of these monies over funds from other emergency response grant programs, which often have longer implementation periods.



Non-exclusive sample of CRF disbursements

Finally, the third source of recovery funding that Denver has received includes more targeted grant programs that have a specific allocation to a given program area or target population. To date, Denver has received 60 grants, 53 of which are derived from federal programs, either directly or passed through the State. These grants typically have a narrower application and are often delivered as supplements to pre-existing federal grant programs such as Head Start, the Community Development Block Grant, and the Emergency Solutions Grant. A notable exception is the Emergency Rental Assistance Program (ERAP)—Denver is a direct recipient of this funding and is currently in the process of implementing its Round 1 and Round 2 allocations, which will provide relief to those struggling with rental and utility bills.

Prior to the Treasury creating the Emergency Rental Assistance Program (ERAP), Denver utilized Coronavirus Relief Funds (CRF) to expand Denver's rent and utility assistance program which had been using local funds and was operational since late 2017. Denver was able to serve more than 2,000 households with rent and utility assistance using CRF. Once Denver received ERAP funds, Denver stood up the new program and phased out the use of CRF.

Due to these crucial and unprecedented federal resources, thousands of low- and moderate-income Denver households impacted by the pandemic have been able to avoid an eviction and remain in their homes.

Since July 2021, Denver has served more than 1,800 households and spent more than \$18M of this ERAP funding. Denver has closely coordinated the local ERAP program with the Colorado Division of Housing, which is also serving Denver residents with ERAP by sharing an online database and application.

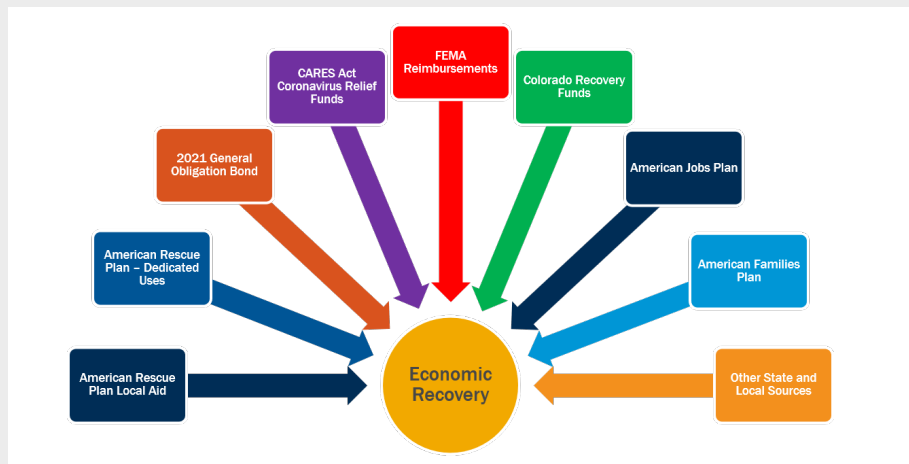
ERAP funds have also been utilized for housing stability services including housing navigation, tenant/landlord mediation, and case management.

Denver also recently expanded free eviction legal services for low- and moderate-income households utilizing \$1.5M in ARPA funds. There continues to be strong coordination between the nonprofit organizations providing free eviction legal assistance and nonprofit organizations providing emergency rent assistance through ERAP.

However, there continues to be a significant demand for emergency rental assistance and free eviction legal assistance, and Denver is committed to continuing to deploy resources in a strategic and effective way to help Denver's residents recover from the impacts of COVID-19.

In summary, Denver's approach is strategic, organized, and effective. It considers the relative restrictiveness of the funding source as well as the time frame before expiration, thereby producing an approach that maximizes impact. We look forward to adding the State and Local Fiscal Recovery Funds to the mix of sources to power Denver's recovery in the years to come.

Transparency, Equity in Data Collection and Visualization



Denver's potential federal, state, and local stimulus funding source

Denver has publicly released two interactive and crucial data collection tools that demonstrate transparency and equity in their unique visualizations: an [ARPA Dashboard](#) and a [Recovery Index](#). The dashboard and recovery index build on nearly a decade of financial transparency work initiated under Mayor Hancock. That work started with the debut of [Transparent Denver](#) in 2013, followed by continued efforts to make Denver's financial information more open and accessible to the public.

The Dashboard provides a comprehensive view of Denver's use of the \$308 million in American Rescue Plan Act State and Local Fiscal Relief Funds. The tool, updated weekly, displays the amount received from the federal

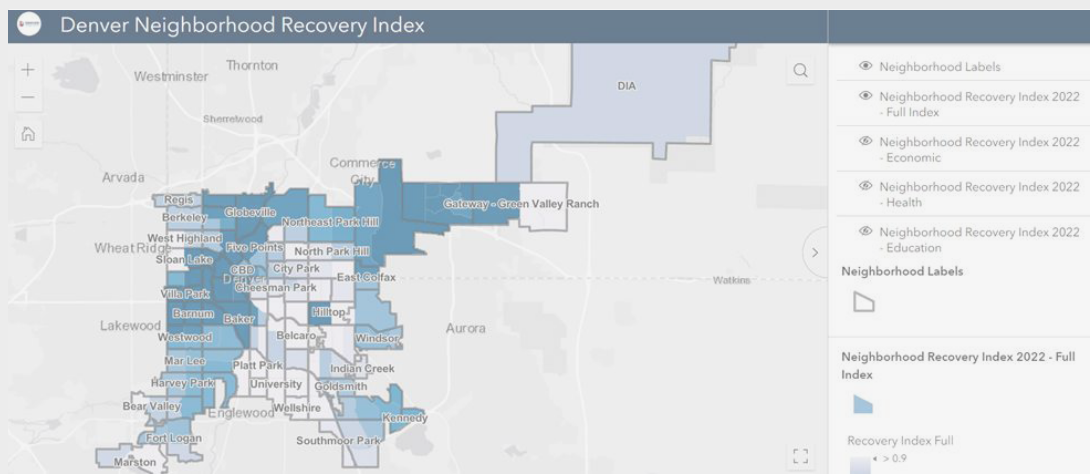
government that has been committed (i.e. a vendor has been selected), obligated (a contract is signed), or spent, and what those funds are going toward. Outcome measures are also expected to be added.

The Recovery Index looks at the economic, health, and educational wellbeing of various neighborhoods. By clicking on a census tract, you can see both the neighborhood that a tract is located within and the various economic, health,



Denver's America Rescue Plan Funding Dashboard

and educational wellbeing index scores. Higher scores represent higher wellbeing (ex. A 0.98 score corresponds to better overall wellbeing than a 0.83 score). The shades of blue on the map correspond to the wellbeing score of each area, with lower scores appearing in dark blue. Someone utilizing the recovery index can select one or more different layers if they wish to do so.



Denver Neighborhood Recovery Index

5

Section 5

LABOR PRACTICES

Labor Practices

Any infrastructure projects pursued with ARPA funds will reflect workforce practices that follow strong labor standards. All projects will conform with the City's ordinances including those adopted to level the field for disadvantaged businesses, workers, and residents of Denver's entire community. Current wage policies and social programs include:

Local Minimum Wage Law

In 2019, the Colorado General Assembly enacted a new statute permitting local governments to set a jurisdiction-wide minimum wage higher than the state minimum wage. Denver City Council responded by adopting a local minimum wage law that applies to all workers performing work in the geographical boundaries of the City after January 1, 2020.

Prevailing Wage

According to Denver city ordinance, the City is required to pay its employees no less than the appropriate prevailing wage as determined by the Denver Office of Human Resources. These workers include:

- Any contractor or subcontractor at any tier.
- Workers who perform construction, alteration, improvements, repairs, maintenance, or demolition of any City-owned or leased building on any City-owned land.
- Workers who are pursuant to a contract by or on behalf of the City, or for any agency of the City.

Minority/Women Business Enterprise Goals Program

The City's Minority/Women Business Enterprise (M/WBE) utilization program will require any qualified funded project to meet the required participation of minority-owned, woman-owned, and small- business enterprises in construction, professional design, and construction services contracts.

Denver Construction of Careers Pilot Program (DCCP)

This three-year pilot workforce development program is currently being implemented with the goal of bolstering access to sustainable construction careers. The City chose to implement the workforce development requirements on its marquee projects, which cost over \$10 million, including arts and cultural venues, as well as other critical infrastructure.

Over the last 36 months, the DCCP reported outstanding outcomes for workers on 15 city-funded projects:

- 9,679 workers earned an average wage of \$30.73/hr
- Total gross pay was \$96M for all workers
- 3.1M hours were performed by total workers
- 15% of hours were performed by workers living in target zip codes
- 777 apprentices worked on the pilot projects earning an average wage of \$24.00/hr
- Total gross pay was \$7.5M for apprentices

- 372,000 hours were performed by apprentices
- 10% of hours were performed by apprentices living in target zip codes
- 5,007 new hires earned an average wage of \$28.18
- Total gross pay was \$39.9M for new hires
- 1.4M hours were performed by new hires

Requirements of the program include:

- A prime contractor and a designated workforce coordinator that will partner with City staff to implement workforce development goals.
- Conducting impactful outreach and engagement to priority populations that have been historically disenfranchised, such as veterans, justice-involved individuals, public assistance recipients, people who are unhoused, persons with histories with foster care, and residents of priority neighborhoods.
- Employing registered apprentices for a minimum of 15 percent of the overall construction hours on the project. Within that 15 percent of registered apprentice hours on a project, additional subgoals state that 25 percent of the overall construction hours must be performed by apprentices from the priority populations and by first-year apprentices to ensure new registered apprentices have access to work on City projects.
- The City has also made an over \$2 million investment in a workforce development platform called WORKNOW, which serves as the organizing body for collaborative efforts to attract new workers to the industry, provide training and supportive services to keep them engaged, and offer upskilling so workers can pursue career promotions and wages that allow them to thrive.
- Moving forward, the Denver Construction Careers Program will cover projects above \$10M in construction value beyond the initial list of 20 pilot projects. City construction workforce development requirements will be established in policy in 2022. The City will be allocating funds to expand Denver Public Schools capacity for the Careers In Construction established through a special revenue fund. The DCCP team will be working with Colorado Department of Labor and Employment to expand access to construction apprenticeship programs in the Denver metro area.

Section 6

PROJECT INVENTORY

This section incorporates information about use of evidence and performance reporting.

Business Impact Opportunity Grants

Grant ID: GR00002246 | Funds: \$5,000,000

Expenditure Category: 2.29 | Loans or Grants to Mitigate Financial Hardship

Project Overview

Denver Economic Development Opportunity DEDO will provide direct cash assistance to small businesses negatively impacted by COVID-19. These small business impacts are meant to mitigate the impacts of the pandemic through business improvements, staffing incentives, added security measures, and/or other issues that will support the business' recovery efforts. These grants should alleviate some burden and stress from small business owners who may have had to adapt to new methods of service delivery and communication for their business operations and activities. Technical assistance will be available to support the businesses with their grant application.

Use of Evidence

N/A

Performance Report

Outputs

- Number of businesses served by industry, location, and demographics
- Number of grants issued
- Number of neighborhood served

Outcomes

- Increased access to cash assistance for businesses
- Reduce burden for small business owners needing assistance
- Increased access to technical assistance with grant application

KPIs

- TBD

Downtown Support

Grant ID: GR00002248 | Funds: \$2,500,000

Expenditure Category: 2.36 | Aid to Other Impacted Industries

Project Overview

Denver Economic Development Opportunity DEDO will reactivate and reenergize downtown spaces through seasonal event promotion, activating vacant retail spaces, prioritizing pop-up spaces in vacant locations, and the creation of various events and attractions that support the promotion of tourism. The downtown neighborhood is the front door to Denver and a strong local economic engine that has been deeply impacted by COVID-19. The goal of this project is to increase the traffic of customers to downtown businesses and support sectors of our economy that have been most negatively impacted by COVID-19

Use of Evidence

N/A

Performance Report

Outputs

- Number of events supported
- Number of vacant retail spaces activated
- Number of pop-up paces activated

Outcomes

- Increased access to local seasonal events
- Reduction in vacant retail spaces
- Increased tourism
- Increased customer traffic
- Increased business support

KPIs

- TBD

Entrepreneurship Center

Grant ID: GR00002247 | Funds: \$2,000,000

Expenditure Category: 2.32 | Business Incubators and Start-Up or Expansion Assistance

Project Overview

Denver Economic Development & Opportunity (DEDO) will lease a facility in a historically marginalized and under-resourced neighborhood in Denver to house a new entrepreneurship center. Having a facility that is more accessible for BIPOC entrepreneurs and innovators will allow them to connect to the resources and opportunities they need to develop, accelerate, and/or scale their businesses. This center will be focused on building new wealth pathways for BIPOC communities through entrepreneurship.

Use of Evidence

N/A

Performance Report

Outputs	Outcomes	KPIs
<ul style="list-style-type: none"> Number of BIPOC entrepreneurial businesses served by industry, location, and demographics Number of resources provided 	<ul style="list-style-type: none"> Increased access to resources for BIPOC entrepreneurial businesses Increased wealth pathways for BIPOC communities 	<ul style="list-style-type: none"> TBD

Small Business Navigators

Grant ID: GR00002249 | Funds: \$600,000

Expenditure Category: 2.3 | Technical Assistance, Counseling or Business Planning

Project Overview

Denver Economic Development & Opportunity (DEDO) will target outreach efforts to Denver's hardest to reach communities through community navigators who will provide one-on-one support for small businesses. Although Denver was growing rapidly prior to the COVID-19 pandemic, this economic burst was not benefitting everyone. The historic inequities faced by Denver's Black, Indigenous, and people of color (BIPOC) communities have only been exacerbated by the pandemic. BIPOC communities have suffered the most in terms of loss of employment and the number of small businesses open and operating in Denver. Community navigators will take a holistic look at the needs of these small businesses and will work to connect them to wraparound services available with the City or our partners.

Use of Evidence

N/A

Performance Report

Outputs	Outcomes	KPIs
<ul style="list-style-type: none"> Number of businesses served by industry, location, and demographics Number of technical assistance sessions provided Number of neighborhoods served 	<ul style="list-style-type: none"> Increased access to small business services and resources Increased support to BIPOC communities 	<ul style="list-style-type: none"> TBD

Premium Pay

Grant ID: GR00002212 | Funds: \$8,800,000

Expenditure Category: 4.1 | Public Sector Employees

Project Overview

Between March and Dec 2020 before the widespread availability of vaccines career service City and County of Denver employees routinely risked exposure to COVID-19 to ensure the delivery of critical services to residents. The City and County of Denver compensated employees required to work in higher risk occupations due to the possible COVID-19 exposure

Use of Evidence

N/A

Revenue Loss

Program Code: PG001222 | Funds: \$67,306,420

Expenditure Category: 26.1 | Provision of Government Services

Project Overview

Restoration expenses include mission-critical positions, good and supplies eliminated through prior budget reductions as well as the elimination of furlough day originally required of City Employees in 2021. Also Addresses severe workloads increases driven by backlogs or other demands of City services. Finally, this project includes staffing to support the financial administration of managing ARPA funding; staffing for communications support to relay information to the public and other constituencies about the use of funds; and staffing for data analytics and program measurements.

Use of Evidence

N/A

Performance Report

Outputs

- Pre-Pandemic Staffing Level
- Number of furloughs
- Number of furloughs avoided
- Pre-Pandemic Staffing Level
- Number of hires made

Outcomes

- Restored staffing levels
- Decrease in vacant positions
- Reduction of city facility closures
- Decrease in furloughs

KPIs

- TBD

Neighborhood Cultural Activation

Grant ID: GR00002236 | Funds: \$50,000

Expenditure Category: 2.35 | Aid to Tourism, Travel, or Hospitality

Project Overview

Honor the history of Jazz in Denver. Payments for performers and festival production.

Use of Evidence

N/A

Performance Report

Outputs

- Number event attendees
- Number of performers

Outcomes

- Increased attendees
- Increased number of live performers

KPIs

- Attract 80,000 or more attendees
- Host 40 or more live performers/bands
- Register at least 140 pop-up retailers

Denver Metro Non-Profit Loan Fund

Grant ID: GR00002239 | Funds: \$250,000

Expenditure Category: 2.34 | Expenditure Category Name: Aid to Nonprofit Organizations

Project Overview

The Department of Human Rights and Community will combine financial and technical assistance to help strengthen individual nonprofit organizations. Nonprofits, especially those serving the communities hardest hit by the pandemic, are vital to our recovery. Government loans, grants and charitable contributions have been critical during the immediate crisis.

The City and County of Denver is joining three community foundations to engage the Nonprofit Finance Fund (NFF), an experienced Community Development Financial Institution, in making interest free loans to nonprofits. NFF is responsible for the administration of the Fund, the loans, and to establish a program to strengthen both individual nonprofits while individual community members can continue to access needed services.

Denver Metro Non-Profit Loan Fund (cont.)

Some nonprofits in COVID recovery are positioned to add debt to their toolkit, opening another avenue for needed funds. For nonprofits with little experience with debt, this is a low-risk way to develop credit worthiness and learn how to manage debt, making them better candidates for other financing from the 'commercial' market in the future.

NFF will provide technical assistance to help nonprofits assess and adapt their business operations and loans with a grace period to ensure sustainability of services. The inclusion of technical assistance in this program is a strong benefit to nonprofit organizations by strengthening their business planning, restructuring their business models to better serve their constituents, and building strategic alliances with other organizations to enhance service provision.

Use of Evidence

N/A

Performance Report

Outputs

- Number of non-profits served by industry, location, and demographics
- Number of loans issued

Outcomes

- Increased access to funding opportunities for non-profits
- Continued service availability to non-profit consumers in the community
- Access to technical resources

KPIs

- TBD

Arts & Venues Reactivation Support

Grant ID: GR00002235 | Funds: \$1,000,000

Expenditure Category: 2.35 | Aid to Tourism, Travel, or Hospitality

Project Overview

Denver Arts and Venues will defray the costs of producing events at City of Denver owned and operated venues. Funds will be applied directly against costs typically billed back to the producers/promoters such as security, personnel services (ushers) and or janitorial services. Eligible entities must demonstrate adverse financial impacts from Covid-19 and state how cost savings will be used to promote the business' recovery (e.g. retention or hiring of additional staff).

Use of Evidence

N/A

Performance Report

Outputs

- Number of events/venues supported
- Number of businesses served
- Number of service cost covered

Outcomes

- Increased event/venue options
- Increased grant availability for businesses

KPIs

- TBD

Behavioral/Mental Health Initial Implementation of Needs Assessment

Grant ID: GR00002230 | Funds: \$1,000,000

Expenditure Category: 1.12 | Mental Health Services

Project Overview

Department of Public Health Environment DDPHE will initiate behavioral health programming based on the findings of the Mental Health Substance Abuse Citywide Needs Assessment. Programs will focus on overdose prevention strategies and mental health support and assistance for youth and their families. Additionally DDPHE will work to establish a network of private behavioral health providers that reflect the diversity of the community as a direct result of early findings from the department's needs assessment work.

Use of Evidence

N/A

Performance Report

Outputs

- Number of behavioral health programing findings made
- Number of findings implemented
- Number/types of focus areas
- Number/types of at-risk populations and demographics served
- Number of services provided

Outomes

- Increase in behavioral health programing access
- Increase in number of people served
- Increase in knowledge/awareness surrounding mental health resources
- Increase access to overdose resources

KPIs

- Overdose reduction
- Increase usage of mental health services
- Decrease in youth suicides
- Opioid conference hosted

Childcare & Friends and Family Network

Grant ID: GR00002242 | Funds: \$1,425,000

Expenditure Category: 2.11 | Healthy Childhood Environments: Child Care

Project Overview

The Office of Children's Affairs (OCA) plans to partner with the Providers Advancing School Outcomes (PASO) to provide a nine-month evidence-based program that trains Friends Family Neighbors (FFN) childcare providers favored by the Latinx community to attain Child Development Associate (CDA) certification in target neighborhoods. OCA aim is to create a sustainable system by targeting:

- The development of a childcare workforce that can earn income;
- Ensuring children are cared for in a safe and well-supported environment and;
- That parents and caregivers can access and utilize real time affordable childcare providers.

OCA will support the development of a curriculum that trains FFN providers to work with children with special needs. This training is intended to be an in-depth training focusing on the specifics of working with children with the diverse health needs in target community, ranging from Autism spectrum, down syndrome and other cognitive health needs, to physical special health needs and linguistic special needs.

Additionally, OCA will support the implementation of a business optimization tools for providers and families with real time data and tailored programming to fit children's specific needs.

Finally, OCA will support Mercy Housing by covering part of the debt incurred in building out the Rose on Colfax affordable housing development, which includes an early childhood center. Plans are for the center to be majority Head Start funded, with the remainder of slots remaining affordable at an average of 80% area median income.

Use of Evidence

NA

Performance Report

Outputs

- Number of FFN providers trained
- Neighborhoods served
- Number of children cared for by each FFN provider
- Number of full scholarships provided
- Number of Child Development Associate certificates earned

Outomes

- Increased access to trained FFN provider in target neighborhoods
- Increased access to scholarships funded for Child Development Associate certificate attainment

KPIs

- 120 FFN providers trained

Code Violation Remediation

Grant ID: GR00002238 | Funds: \$1,000,000

Expenditure Category: 2.37 | Other Economic Impact

Project Overview

The Department of Human Rights and Community will mitigate displacement of Denver small business owners and homeowners in target neighborhoods by funding property improvements required by mandated code and avoid liens being placed on properties. Key program activities include:

- Inventory and Assessment – the Office of Financial Empowerment and Protection (OFEP) will do an inventory of code violation fees and fines to identify the most common violations and how the related fees/fines are assessed, billed, and remediated. The program team will break down data by target neighborhood and vulnerable populations and use the information to determine how to focus remediation activities.
- Remediation - OFEP will contract with nonprofit organization to provide grant funding – up to \$50,000 per small business or \$10,000 per individual – for remediation activities such as training and technical assistance related to the code violation; or securing equipment/building infrastructure to prevent code violations in the future. OFEP will work closely with the nonprofit to establish policies and procedures for granting funds equitably and ensuring that grantees demonstrate a negative economic impact from COVID-19.

This program will serve small businesses and individuals located in ten neighborhoods experiencing rapid socio-economic change and high risk of involuntary displacement. These neighborhoods have been identified by Denver Economic Development & Opportunity's division of Neighborhood Equity & Stabilization. Individuals and small businesses in these neighborhoods have also been disproportionately affected by COVID-19, experiencing loss of employment income or increased expenses (individuals) and staffing shortages and increased operating costs (businesses).

Use of Evidence

N/A

Performance Report

Outputs

- Number of businesses served
- Number of homeowners served
- Number of NEST neighborhoods served

Outcomes

- Increased access to code violation remediation funding
- Reduction in property liens
- Increased awareness of code violations and how they can be prevented

KPIs

- TBD

Community Safety Grants

Grant ID: GR00002245 | Funds: \$1,500,000

Expenditure Category: 2.22 | Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Department of Safety will implement a micro-grant program to work in tandem with Denver Police Department's existing Place Network Investigations Board to identify security and safety enhancements in identified hotspots and persistently violent locations. The Board is a conglomeration of investigators, various City Agencies and, Council representatives to identify locations and understand structural reasons behind the activity in those areas. These grants will provide resources supporting non-enforcement crime prevention activities and solutions and will engage both City and community partners to accomplish its mission.

Use of Evidence

NA

Performance Report

Outputs

- Number of hotspots and violent locations accessed
- Number of finds
- Number of findings resolved

Outcomes

- Reduction in violent crimes in hotspots and violent locations accessed
- Implementation of finding resolutions

KPIs

- TBD

Digital Equity Plan and Programs

Grant ID: GR00002243 | Funds: \$850,000

Expenditure Category: 2.4 | Household Assistance: Internet Access Programs

Project Overview

A mixture of possible programs funded from this plan include stipends for wi-fi and technology access, increased bandwidth at public buildings and locations, free Wi-Fi activation zones and 5G investments.

Use of Evidence

N/A

Performance Report

Outputs

- Number of NEST neighborhoods served
- Number and types of devices deployed
- Number and types of trainings provided

Outcomes

- Increased presence in NEST neighborhoods
- Reduced barrier to reliable and affordable internet access

KPIs

- TBD

Digital Navigators

Grant ID: GR00002244 | Funds: \$300,000

Expenditure Category: 2.4 | Household Assistance: Internet Access Programs

Project Overview

Denver Public Library will provide individualized or small group assistance to community members in underserved neighborhoods who need affordable home internet service, affordable internet-capable devices, and/or coaching in introductory digital skills to become effective technology users. This assistance is provided primarily in person as safety allows, but may also include phone, email, text, video chat, paper mail, and other communication methods that work for the learner.

Use of Evidence

N/A

Performance Report

Outputs

- Number of individuals served
- Number of tech help sessions provided
- Number of neighborhoods served
- Number of Affordable Connectivity Program registrations completed

Outcomes

- Increased digital literacy
- Increased access to personalized tech help sessions
- Increased neighborhood presence
- Increased registrations for Affordable Connectivity Program

KPIs

- Onboard 4 digital navigators to implement program services
- Serve at least 300 individuals throughout the Denver Area

Financial Equity Study-BIPOC Neighborhoods

Grant ID: GR00002240 | Funds: \$35,000

Expenditure Category: 2.37 | Other Economic Support

Project Overview

"The Department of Human Rights and Community (HRCP) will work with a nonprofit evaluation contractor to study the financial equity impacts of COVID-19 on Black, Indigenous and people of color (BIPOC) in Denver. The study will focus on BIPOC residents across the city who are experiencing financial instability, are low-income or moderate-income, and are at risk of being displaced.

The desired impact of the study is to inform HRCP and other City of Denver departments on best ways to promote equitable pandemic recovery, create livable and thriving wage structures, mitigate involuntary displacement of BIPOC residents, and deliver sustainable and high-quality programs/services for low to moderate income BIPOC residents who have been affected by COVID-19. The study will include recommendations for specific actions (and associated costs and timelines) that HRCP and other departments can take to make a long-term, sustainable impact on Denver's BIPOC residents.

Use of Evidence

N/A

Financial Equity Study-BIPOC Neighborhoods (cont.)

Performance Report

Outputs

- Number of financial equity impacts identified
- Number of recommendations made
- Total associated costs
- Number of recommendations implemented

Outcomes

- Increased awareness of financial equity impacts
- Increased options to promote equitable pandemic recovery
- Reduce involuntary displacement of BIPOC residents
- Increased access to programs and services

KPIs

- TBD

Food Resiliency Grants

Grant ID: GR00002234 | Funds: \$1,000,000

Expenditure Category: 2.1 | Household Assistance: Food Programs

Project Overview

Denver Department of Public Health & Environment (DDPHE) will issue grants to qualifying organizations which focus on improving infrastructure, operations, and food systems to address the long-term impacts of COVID-19 on the community's food network. By focusing not just on emergency food, but by improving the infrastructure, transportation, storage, and communications for our food organizations, we will have a more resilient food system in Denver that is better prepared to respond to emergencies like COVID-19.

Use of Evidence

N/A

Performance Report

Outputs

- Number resiliency infrastructure projects
- Number of jobs retained or created
- Number of services provided by type and provider by targeted community

Outcomes

- TBD

KPIs

- TBD

Mental Health & Substance Abuse Citywide Needs Assessment

Grant ID: GR00002233 | Funds: \$250,000

Expenditure Category: 1.13 | Substance Use Services

Project Overview

Denver Department of Public Health Environment intends to conduct a comprehensive needs assessment of people needing behavioral mental health services across the service continuum prevention intervention care and treatment harm reduction and recovery via a contractor.

The assessment will also collect information from workers who act as a conduit to navigate people into the appropriate level of services as well as the perspective of providers that offer those services. The goal is to understand the current behavioral health landscape and determine the unmet need barriers of services that can inform the implementation of the funding to address those gaps.

Use of Evidence

N/A

Performance Report

Outputs

- Number of behavioral mental health services provided
- Number of service providers
- Number of unmet need barriers of service addressed

Outcomes

- Increased access to behavioral mental health services
- Increased network of service providers
- Reduction of unmet need barriers of service

KPIs

- TBD

Mobile Medical, Behavioral and Mental Health Services

Grant ID: GR00002232 | Funds: \$470,000

Expenditure Category: 1.7 | Other COVID-19 Public Health Expenses

Project Overview

Denver Department of Public Health & Environment (DDPHE) will offer supportive services, behavioral health assistance, and resources to those in need, where they are and increases equitable access to services for historically under-resourced communities. In 2021, one Wellness Winnie unit reached over 3,500 Denver residents. A second mobile medical vehicle (Wellness Winnie 2) could double the program's capacity, add medical services and substance use treatment, and safeguard private protected health information by having fully enclosed exam/interview rooms.

The Wellness Winnie mobile program is designed to reach geographic areas of the city with the least amount of treatment services as well as areas that have historically been under resourced. These are also areas of Denver where COVID-19 mortality rates were higher and vaccination rates are lower. Additionally, we know the need for mental and behavioral health services has exploded, city-wide, since the beginning of the pandemic. Furthermore, a recent census of Wellness Winnie clients showed 40% of people receiving services reported an unstable housing status, a number driven higher by the pandemic. An additional Wellness Winnie unit will allow DDPHE to offer supportive services in more communities that don't have equitable access to resources.

Mobile Medical, Behavioral and Mental Health Services (cont.)

Use of Evidence

N/A

Performance Report

Outputs

- Number of support services provided
- Number of behavioral health and medical services provided
- Number of neighborhoods served by Wellness Winnie mobile program

Outcomes

- Increased access for support services
- Increased access to behavioral health and medical services
- Increased presence in target neighborhoods and at-risk populations

KPIs

- Procurement of mobile medical vehicle
- Serve 3,500+ Denver residents

Nest Neighborhood Activation Grants

Grant ID: GR00002237 | Funds: \$2,150,000

Expenditure Category: 2.37 | Other Economic Impact

Project Overview

Denver Economic Development & Opportunity (DEDO) will support the meaningful and necessary work of nonprofit organizations, community groups, and/or micro businesses in some of Denver's most vulnerable neighborhoods through events, meetings, forums, etc. to engage and drive potential clients to neighborhood organizations and/or services. The funding from these grants seek to reengage Denver's neighborhoods and business corridors to encourage people to eat/shop locally to boost small business revenue and increase foot traffic to our small business, retail, restaurant, and hospitality sectors. These grants will be prioritizing activity in Denver's historically under resourced, and marginalized NEST neighborhoods.

Use of Evidence

N/A

Performance Report

Outputs

- Number of businesses served by industry, location, and demographics
- Number of grants issued
- Number of neighborhoods served

Outcomes

- TBD

KPIs

- TBD

Out of School Time Programs

Grant ID: GR00002241 | Funds: \$1,800,000

Expenditure Category: 2.25 | Addressing Educational Disparities: Academic, Social, and Emotional Services

Project Overview

The Office of Children's Affairs (OCA) will implement a competitive grant process to support 8-10 youth-service organizations that offer free, daily summer programming to approximately 1,000 youth. These programs improve youths' academic achievement, social-emotional development, health, and well-being, and they are an essential support for working families.

To help prevent youth violence, funds will also be used in partnership with Denver Parks and Recreation to provide teen programming at five recreation centers on Friday nights, serving approximately 250 teens each time. We will track numbers of unduplicated participants as well attendance and dosage.

Because of the unprecedented challenges of the COVID-19 pandemic, many Denver teens are struggling with increased mental health and substance use issues. OCA plans to expand the Healthy Lifestyles teen marijuana education and awareness curriculum to include a focus on opioid/vaping. This curriculum will be delivered to at least 500 teens in 2024 and beyond.

Use of Evidence

NA

Performance Report

Outputs

- Number of organizations supported
- Number of staff supported
- Number of youth participants
- How many day youth attend
- Number of vaping/opioid curriculum completions
- Number of marketing campaigns developed
- Number of marketing materials distributed
- Number of Youth Program Location visits

Outcomes

- Increased access to out-of-school time services
- Increased youth participation
- Increased awareness of vaping and opioid dangers via curriculum and campaign development

KPIs

- TBD

Youth Mental Health Summit

Grant ID: GR00002231 | Funds: \$75,000

Expenditure Category: 1.12 | Mental Health Services

Project Overview

Denver Department of Public Health & Environment (DDPHE) will provide the opportunity for 400 youth to gain more knowledge about mental health topics and create a space for their voices to be heard through a 2022 We Got This Youth Mental Health Summit. Priorities for the summit include recognizing and addressing stress of being a young person today. The past few years have been particularly challenging as the pandemic forced further isolation and disconnectedness for our youth, and DDPHE and its partners are committed to achieving positive change. Through the summit, we aim to:

- Educate youth on how to live a mentally healthy lifestyle and provide access to internal and external resources and information (including coping skills, therapy options, suicide prevention resources, and community help)
- Help youth build relationships with their peers to find common humanity in others and transform divisive attitudes by encouraging open, honest dialogue that allows youth to speak their truths
- Guide youth toward understanding and resources when a family member, friend, classmate or other person in their lives needs help, and foster a deeper understanding of the challenges faced by youth through the sharing of lived experiences
- Show youth how to recognize those signs of struggle within themselves and seek immediate help, while normalizing the need for care and self-care, which is not defined as bubble baths and massages, but real care that is meaningful and impactful

Use of Evidence

N/A

Performance Report

Outputs

- Number of youth that attend summit
- Number of parents/guardians that attend summit

Outcomes

- Reduction in youth suicides
- Increased confidence in accessing services
- Increase awareness on mental health resources within the community
- Increased motivation to seek help for self/others

KPIs

- Event hosted on schedule
- 183 youth attended live event

48th Ave Shelter Expansion/Improvements

Grant ID: GR00002220 | Funds: \$7,470,000

Expenditure Category: 2.16 | Long-term Housing Security: Services for Unhoused Persons

Project Overview

The Department of Housing Stability will provide critical improvements to support around the clock shelter operations at the 48th Avenue campus that serve men, women, and transgender individuals experiencing homelessness. Compared to overnight only models, which require guests to leave during the day and return at night, around the clock shelter allows guests greater stability of a safe place to be during their housing crisis and provides a better platform for case management and other services that help guests get back into housing. This investment will fund a new commercial kitchen, which will provide meals to more than 700 beds, support onsite integrated health services, and increase guests' privacy through the build out of individualized sleeping areas.

Use of Evidence

N/A

Performance Report

Outputs

- Number of households served
- Expanded hours of operation
- Commercial kitchen construction
- Individualized cube sleep areas construction

Outcomes

- Increased number of households served
- Increased hours of operation to increase service availability
- Commercial kitchen availability
- Cube sleep area availability

KPIs

- Full 24/7 operation
- Commercial kitchen constructed
- Individual cube sleep area constructed

Affordable Housing Fund

Grant ID: GR00002216 | Funds: \$28,000,000

Expenditure Category: 2.15 | Long-term Housing Security: Affordable Housing

Project Overview

The Department of Housing Stability (HOST) will provide financing that assists in the development and preservation of affordable housing projects. HOST's current priorities include rental projects that have deeply affordable units with supportive services or large units for families and homeowner projects. Planned projects that may be supported by this fund include 400 newly constructed rental units, 200 preserved rental units, 50 newly constructed homeowner units, and 1-2 projects to acquire existing unsubsidized affordable and hotel buildings.

Use of Evidence

N/A

Performance Report

Outputs

- Number of affordable housing units developed
- Number of affordable housing units preserved

Outcomes

- Increased number of affordable housing units developed
- Increased number of affordable housing units preserved

KPIs

- 400 newly constructed rental units
- 200 preserved rental units
- 50 newly constructed homeowner units
- 1-2 projects to acquire existing unsubsidized affordable and hotel buildings

Housing Stability Programs

Grant ID: GR00002222 | Funds: \$1,500,000

Expenditure Category: 2.16 | Long-term Housing Security: Services for Unhoused Persons

Project Overview

The Department of Housing Stability will provide eviction prevention and stability assistance to households vulnerable to displacement through non-profit partners. Services will include assistance such as legal representation in eviction proceedings, legal advice, educational materials and Know-Your-Rights clinics regarding tenant/landlord laws, community navigation and language support.

Use of Evidence

N/A

Performance Report

Outputs

- Number of households receiving eviction prevention services
- Number of households receiving legal representation

Outcomes

- Increase in number of households receiving eviction prevention services
- Number of households receiving legal representation

KPIs

- TBD

Rehousing Supports

Grant ID: GR00002221 | Funds: \$2,000,000

Expenditure Category: 2.15 | Long-term Housing Security: Affordable Housing

Project Overview

The Department of Housing Stability will target permanent housing services to an additional 225 shelter guests, by providing time-limited financial assistance and supportive services until the household is able to maintain the rents on their new lease independently.

Use of Evidence

The Denver Basic Income Project (DBIP) is a 12-month program providing unconditional cash transfers to unhoused people living in Denver. Studies of recent Guaranteed Basic Income (GBI) pilots show positive outcomes. A randomized controlled trial in Canada tested the impact of a \$7,500 CAD payment to individuals who had experienced homelessness and were living in transitional housing. The study reports that participants who received the cash benefit moved into stable housing faster than those in the comparison group, spent fewer days experiencing homelessness, and retained over \$1,000 in savings during the 12 months (New Leaf, 2020). The study also reports that participants in the treatment group had a 39% reduction in spending on alcohol, cigarettes, and drugs (New Leaf, 2020).

Performance Report

Outputs

- Number of households served
- Number of households housed
- Number of households that maintain or increase income and benefit

Outcomes

- Increased number of households served
- Increased number of households housed
- Increased number of households that maintain or increase income and benefit

KPIs

- Served an additional 225 shelter guests
- Other KPI's to be determined

Safe Outdoor Parking

Grant ID: GR00002218 | Funds: \$150,000

Expenditure Category: 2.16 | Long-term Housing Security: Services for Unhoused Persons

Project Overview

The Department of Housing Stability will pilot a Safe Parking program to provide a consistent and service-enriched environment where connections can be made to exit homelessness. Similar to Safe Outdoor Spaces, Safe Parking Programs identify people not accessing facility-based entry points for care such as shelters.

Use of Evidence

N/A

Performance Report

Outputs

- Number of households served
- List of non-congregate shelter addresses

Outcomes

- Increased number of households served
- Comprehensive list of non-congregate shelter addresses

KPIs

- TBD

Safe Outdoor Space Expansion

Grant ID: GR00002217 | Funds: \$3,900,000

Expenditure Category: 2.16 | Long-term Housing Security: Services for Unhoused Persons

Project Overview

The Department of Housing Stability will provide for a hygienic and organized structure to encampment alternatives for people who will not or cannot access facility-based programming. Investment will support ~400 households.

Use of Evidence

N/A

Performance Report

Outputs

- Number of households served
- List of non-congregate shelter addresses

Outcomes

- Increased number of households served
- Comprehensive list of non-congregate shelter addresses

KPIs

- 400 households served

Tiny Home Capacity Building

Grant ID: GR00002219 | Funds: \$250,000

Expenditure Category: 2.16 | Long-term Housing Security: Services for Unhoused Persons

Project Overview

The Department of Housing Stability will expand the city's Tiny Home Villages to serve an additional 40 households; providing a wider path to stability through an alternative shelter reducing unsheltered homelessness.

Use of Evidence

N/A

Performance Report

Outputs

- Number of households served
- List of non-congregate shelter addresses

Outcomes

- Increased number of households served
- Comprehensive list of non-congregate shelter addresses

KPIs

- Serve 40 additional households
- Other KPI's to be determined

Capital Needs Assessment Shelter Resiliency

Grant ID: GR00002228 | Funds: \$3,500,000

Expenditure Category: 2.18 | Housing Support: Other Housing Assistance

Project Overview

The Shelter Resiliency Improvements project will strengthen Denver's shelter system by improving facilities' conditions and preparedness for emergencies. Denver's network of congregate and non-congregate shelters includes more than 2,500 beds for persons experiencing homelessness. Through this project, Denver will identify and address needed capital improvements and invest in resources to help facilities stay open during weather-related and other emergencies.

Use of Evidence

NA

Performance Report

Outputs

- Number of shelters assessed
- List of shelter names and addresses
- Number of assessments completed
- Number of assessment recommendations made

Outcomes

- Number of assessments completed
- Number of assessment recommendations made

KPIs

- TBD

Life Safety Improvements Rec Centers

Grant ID: GR00002229 | Funds: \$3,500,000

Expenditure Category: 2.18 | Housing Support: Other Housing Assistance

Project Overview

The Department of Housing Stability will enable emergency sheltering at three recreation centers through life safety improvements. This project will further strengthen Denver's ability to meet the needs of persons experiencing homelessness in the event of an emergency. While recreation centers often have suitable space that can be quickly mobilized to provide additional shelter options in the event of an emergency, Denver's recreation centers require life safety improvements to do so. Improvements may include fire/carbon monoxide detection, sprinkler systems, resiliency items (e.g., generator quick connects), and other building systems. This funding will support design and/or improvements at up to three recreation centers, each of which can shelter at least 50 guests per night.

Use of Evidence

N/A

Performance Report

Outputs

- Number of recreation centers with life safety improvements made
- List of recreation center names and addresses with life/safety improvements made

Outcomes

- Increased life safety improvements to recreation centers
- Increased shelter capacity

KPIs

- Ability to shelter at least 50 guest/night
- Other KPI's to be determined



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