



HOMELESSNESS ACTION STRATEGY

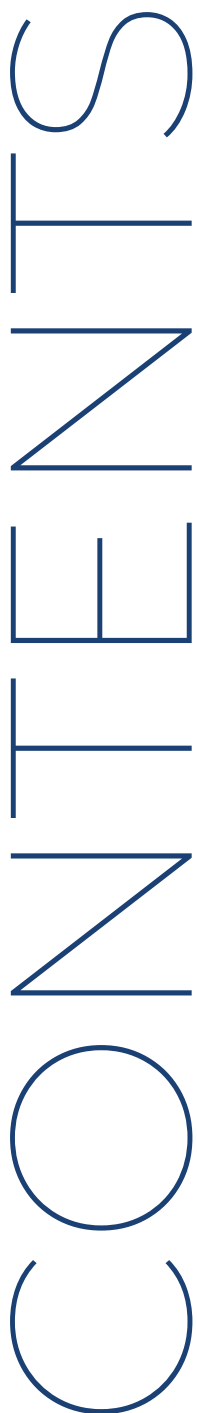
2024

PREPARED BY
SCOTT SHIELDS

DRAFT

This document is currently a draft. It was presented to Arvada City Council on July 8, 2024. Revisions are underway and the plan will be formally adopted by Arvada City Council at a future meeting.

Table of Contents



01.

Executive Summary

02.

Goals & Strategies At-A-Glance

03.

The Problem & Current Efforts

04.

Goals, Strategies & Actions

05.

Next Steps

06.

Definition of Terms

07.

Sources Consulted

08.

Acknowledgments

The City of Arvada's Homelessness Action Strategy builds upon best and promising practices and incorporates approaches applicable to Arvada, aligned with other metro Denver communities actively implementing similar efforts to address homelessness. Homelessness is a complicated social challenge, and creating viable solutions to address it is not only the right thing to do, but it helps create an environment where all individuals and families can thrive. Working to solve homelessness will improve the quality of life within and across the Arvada community, Jefferson County and the metro Denver region.

Homelessness Action Strategy Purpose

The development of a homelessness action strategy for the City of Arvada helps to:

- Clarify and align the City Council's Strategic Results, goals, and role in addressing homelessness
- Create an implementable design to respond to homelessness with actions that make noticeable change for people experiencing homelessness and the community
- Establish and cultivate strong working relationships inter-departmentally within the City, with community-based organizations, the business community, the faith community, and other local governments to improve the collective response to, and reduce the instances of, homelessness in the community

Guiding Principles

This strategy is created on a foundation of the following guiding principles:

- Everyone needs a safe place to call home, and all efforts in this strategy must be implemented in a housing-focused manner while recognizing the unique needs of people experiencing homelessness
- Homelessness is a community problem requiring community and regional solutions
- People with lived expertise must be instrumentally involved in developing and implementing solutions
- Recognition that people of color disproportionately experience homelessness requiring an equity approach to this work

Strategy Development

The process of developing this strategy included research of national and local practices and evidence-based approaches to address homelessness, as well as the review of strategies or action plans from multiple communities across the country, including the Denver metro area. Additionally, semi-structured interviews were conducted with a diverse number of stakeholders, including people with lived expertise with homelessness, government, community-based not-for-profit organizations, and members of the business community. From these stakeholder interviews and meetings, a collection of themes and innovative ideas were identified for incorporation into the strategy. Information from the 2023 Arvada Community Survey was also used in the Homelessness Action Strategy development.

In addition to the recommendations of high-level goals and strategies, a detailed action plan has been developed to assist with implementation, included below. Separate documents including the action plan organized by action completion timeframe, a financial operating pro forma for a navigation center along with potential revenue sources for both capital and operating funding, have been developed and provided to the City.

GOALS & STRATEGIES AT-A-GLANCE

GOAL 1: *Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability*

Strategy 1: Establish and sustain robust and effective housing-focused outreach services

CCSP Strategic Alignment:
Homelessness Goal 6

Strategy 2: Organize the development of a 24/7 emergency non-congregate shelter for adults experiencing homelessness, located at the navigation center

CCSP Strategic Alignment:
Homelessness Goal 1

Strategy 3: Facilitate the development of a navigation center for adults experiencing homelessness, with 24/7 emergency shelter and comprehensive walk-in services

CCSP Strategic Alignment:
Homelessness Goal 1

Strategy 4: Implement an encampment decommissioning program

CCSP Strategic Alignment:
Homelessness Goal 7

Strategy 5: Leverage the navigation center development to build collaborative alignment across the metro region

CCSP Strategic Alignment:
Homelessness Goal 2

GOALS & STRATEGIES AT A GLANCE

| | | |
|---|--|--|
| GOAL 2: <i>Prevent people from experiencing homelessness</i> | Strategy 1: Cultivate prevention services for individuals and households at-risk of experiencing homelessness | CCSP Strategic Alignment: Homelessness Goal 1 |
| | Strategy 2: Explore the creation of an eviction/foreclosure prevention program to serve all types of at-risk households in Arvada | CCSP Strategic Alignment: Homelessness Goal 1 |
| GOAL 3: Foster long-term housing stability | Strategy 3: Preserve affordable housing | CCSP Strategic Alignment: Homelessness Goal 2 |
| | Strategy 1: Maximize permanent supportive housing (PSH) units | CCSP Strategic Alignment: Homelessness Goal 2 |
| | Strategy 2: Ensure meaningful progress toward affordable housing goals outlined in the Arvada Housing Strategic Plan | CCSP Strategic Alignment: Homelessness Goal 1 |

GOALS & STRATEGIES AT-A-GLANCE

GOAL 4: *Facilitate broad access to information to increase awareness and understanding of homelessness in the community*

Strategy 1: Launch a coordinated messaging campaign

CCSP Strategic Alignment:
Homelessness Goal 5

Strategy 2: Establish culture of authentic communications on homelessness with the community

CCSP Strategic Alignment:
Homelessness Goal 5

GOAL 5: Establish data collection and reporting methods to support continuous improvement

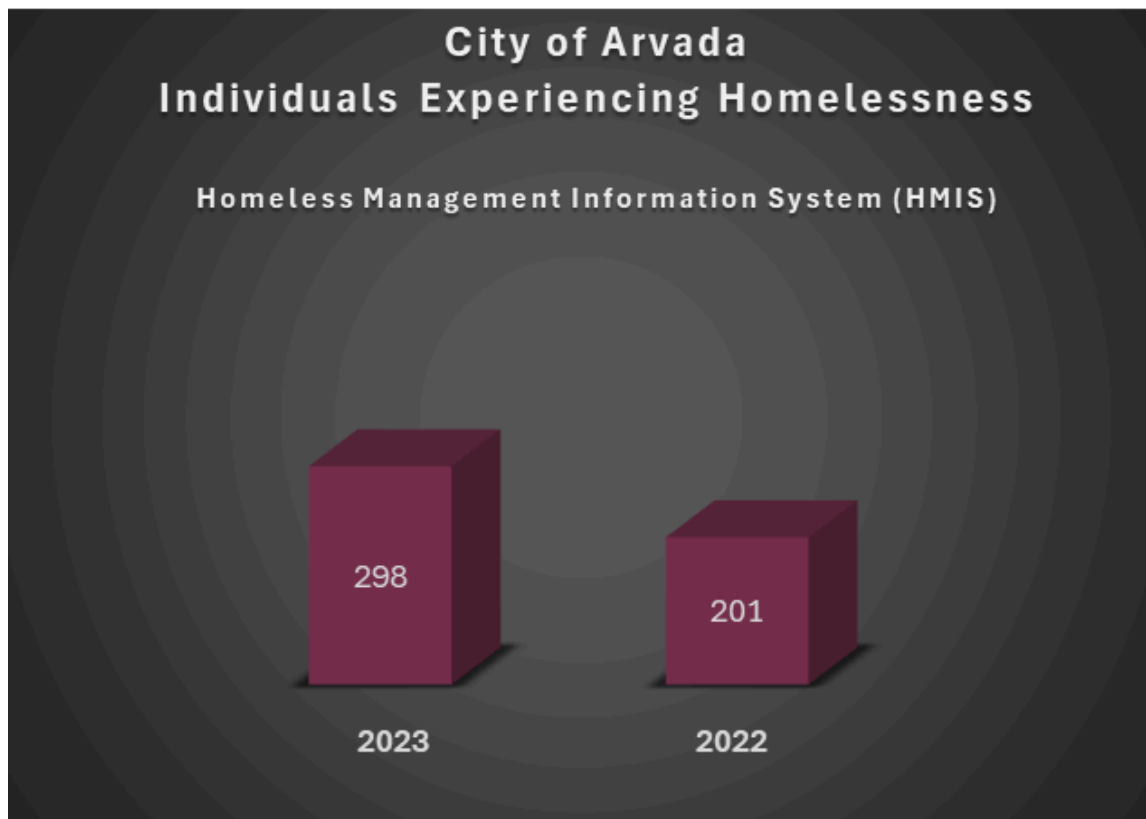
Strategy 1: Determine key performance indicators deemed necessary to measure success

Strategy 2: Establish a culture of continuous improvement related to homelessness data and outcomes reporting

THE PROBLEM AND CURRENT EFFORTS

The Need

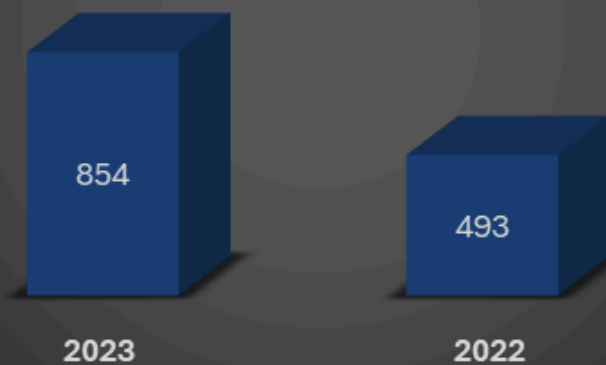
The existence of homelessness is clear throughout Arvada, Jefferson County and the Denver metro region. Data that can be validated as substantially accurate has been difficult to establish; however, local efforts are being made to increase the quality of information collected and reported in Arvada and throughout the Jefferson County region. The sources of data that can be attributed to the City of Arvada come from two primary sources: the Homeless Management Information System (HMIS), which is administered by the Metro Denver Homeless Initiative (MDHI), and the annual Point in Time (PIT) count. Both sources are considered to under-report homelessness but are detailed here to provide a scale of the challenge in Arvada and Jefferson County.



In its May 16, 2024 Request for Proposal (RFP) for Homeless Outreach Services the City of Arvada **estimates approximately 200 individuals are unsheltered in the City on any given night.**

Jefferson County Individuals Experiencing Homelessness

Annual Point in Time Count
Figure 2

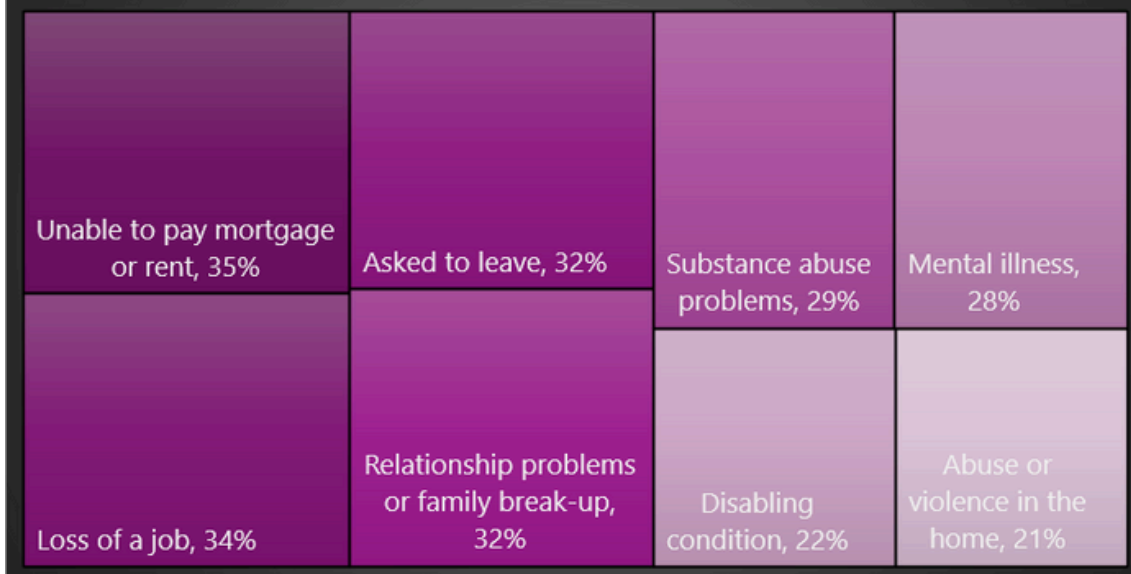


The Causes

Data extracted from the Jefferson County 2023 PIT, isolated for each municipality, show the top reasons, reported by at least 20% of people in Arvada experiencing homelessness. A person or household may indicate multiple factors that led to their experiences of homelessness:

Causes of Homelessness

2023 Point in Time Count
Figure 3



It is critical to note that in the most recent 2023 Metro Denver Point in Time report, as well as the MDHI 2023 State of Homelessness Report, **91% and 94% of respondents indicated they did not choose to experience homelessness**. Additionally, the MDHI 2023 State of Homelessness Report noted respondents who chose to share information about their previous address indicate 88% were last housed in Colorado, helping dispel the idea people are overwhelmingly moving to Colorado and becoming homeless.

According to the 2024 Arvada Housing Strategic Plan, developed by Root Policy: "Rental units in the city have increasingly shifted to higher price points over the last decade, resulting in a sharp decline in units affordable to low- and middle-income households. Limited supply and low vacancy rates contribute to an extremely tight market." The Plan also indicates that currently **over half of the households renting in Arvada are cost burdened**, meaning they are spending more than 30% of their gross income on housing. Additionally, Root Policy states the city has a rental affordability gap of 2,790 units for households earning less than 50% of the area median income (AMI).

When designing programs and solutions to address homelessness, this information needs to be considered, and the voices of people with lived expertise must be incorporated to ensure solutions are not created solely from the perspective of people who have not experienced homelessness, and to develop solutions that truly meet the needs of those who need our help.

Efforts Underway within the City of Arvada

Over the past several years multiple programs provided directly by the City of Arvada, or by and through other governmental entities with operations in the City, have been implemented with the goal of addressing and mitigating the issue of homelessness. In February 2024, the Arvada City Council held its Strategic Planning retreat and identified homelessness as a top priority. This concern is echoed by the community, specifically noted in the 2022 and 2023 City of Arvada Community Surveys when residents stated homelessness was one of the top issues facing Arvada. The 2023 survey also revealed that more than half of the residents support increasing partnerships with non-profits and expanding programs to address homelessness.

On May 20, 2024, the Arvada City Council adopted the 2024-2030 Strategic Plan, which includes a dedicated focus on homelessness. The plan states that the city will "Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness." The first strategic goal under this result specifies that the city will "Develop a Homelessness Strategic Plan that will set a path forward for street outreach, 24/7 emergency shelter, partnership agreements for the provision of services, and transitional housing opportunities. The Strategic Plan will consider the feasibility of and opportunities for a navigation center."

Also on May 20, 2024, the Arvada City Council adopted the Housing Strategic Plan, developed by Root Policy with direction from City staff and the Housing Advisory Committee.

This Homelessness Action Strategy directly supports the achievement of the City Council's strategic goal and result and aligns key strategies and actions with the Housing Strategic Plan.

In September of 2018 the Arvada Police Department established the Community Outreach

Resource Enforcement (CORE) unit for the purpose of developing a lasting community alliance by providing options, support and outreach for families and individuals experiencing homelessness. Specific job duties related to this unit include:

- Development of a multi-pronged partnership to increase collaboration of service providers to assist people experiencing homelessness in becoming self-sufficient
- Foster ongoing personal contact between the CORE officers and individuals and families experiencing homelessness to increase trust and make referrals to service providers
- Work closely with local organizations to facilitate public and private resources, mental health services, treatment programs, housing, employment and medical services

Encampment clean-up efforts are facilitated through the Arvada Police Department, and since January of 2023 more than 600 camp clean-ups have been completed (source: City of Arvada internal GIS mapping program).

In 2019 the City of Arvada created One Small Step (OSS), a specialized problem-solving court for defendants experiencing homelessness. The primary goal of OSS is to work with defendants who committed low-level offenses (e.g. littering, trespassing, theft) to avoid the usual court-related consequences like fines and possible incarceration by connecting them with existing community resources, such as access to food, obtaining vital documents, mental health and substance abuse treatment, and job search and housing assistance.

Additionally, the City of Arvada created a new Homelessness Program Manager position in March of 2023 to convene the implementation of the city's homeless strategy, provide support and coordination among all city departments, and coordinate with providers and other municipalities within Jefferson and Adams County. Within the next 45 days the Homelessness Program Manager will hire and oversee the Homelessness Resolution Case Managers.

The Arvada Housing Authority has hired a Housing Navigator and applied for and received a three-year, \$1.9M grant from the Colorado Department of Local Affairs, Division of Housing. This grant will provide programming support for outreach services, shelter provision and bridge housing through December 31, 2026. An RFP for the Outreach services has been issued, with a goal of awarding a contract later this summer. This contract will be overseen by the Homelessness Program Manager.

In January of 2023 the Arvada Fire Protection District, a special tax district not affiliated with the City of Arvada, established the STARvada program. This program is modeled after the Denver STAR (Supported Team Assisted Response) Program in partnership with WellPower, which provides the clinicians to help with crises primarily related to mental health, substance use disorder and homelessness. This program is designed to offer services to people in crisis that meet their needs more efficiently and effectively than simply transporting them to an emergency room, and to help reduce calls to other first responders.

The Jefferson County Public Library, also not part of the City of Arvada, has a Community Resource Coordinator that regularly brings organizations to the Arvada Public Library to provide services onsite to people experiencing homelessness, including public benefits acquisition and troubleshooting, food distribution, RTD passes and seasonal supplies.

There are also several community-based non-profit organizations operating programs and/or providing services directly to people experiencing homelessness in the City of Arvada. Some of these organizations are Beyond Home, Community Table, Family Tree, Grace Church, Jefferson Center for Mental Health, Mission Arvada, and the Severe Weather Shelter Network, to name a few.

Also, in January of 2023 the City Manager's office briefed the City Council in a study session on the City's planned response to homelessness, including immediate, intermediate and long-term strategies to address this challenge. Some progress on these strategies was made; however, momentum waned in 2024 for multiple reasons, but primarily resulting from turnover in key positions including the Homelessness Project Manager and Homelessness Navigators; the Adams County outreach team; and STARvada.

It has been difficult to accurately quantify the annual expenditures the City of Arvada makes directly for services to people experiencing homelessness; however, during calendar year 2024 it is estimated that expenditures – originating from the general fund or pass-through grant funding – will be between \$2.2M and \$2.5M. There may be realistic opportunities to consider re-allocating some of the City's current expenditures to assist with the implementation of this action plan.

Challenges in Delivering Services

Difficulties in delivering services for the City's residents and addressing the challenge of homelessness are not unique. Some of the prominent challenges include:

- People experiencing homelessness often have frequent contact with the criminal justice system, including ticketing and jailing on low-level offenses
- Currently there is no emergency shelter in the City of Arvada, or currently open within the Jefferson County region, for people experiencing homelessness
- Services for people experiencing homelessness are often siloed without strong overarching alignment principles and operating partnerships, despite efforts driven by coordinated entry, the local Continuum of Care (CoC), and the Jefferson County Regional Homeless Coordinator
- A substantive lack of affordable and permanent supportive housing inventory
- Notable community opposition to programs serving people experiencing homelessness, including housing efforts, in areas close in proximity to their neighborhoods and homes

Clarification of Roles

It is helpful to clarify the roles of various stakeholders related to this Homelessness Action Strategy:

- **City of Arvada**: Provide access to sites where services will be offered. In collaboration with other city and county partners, provide funding for capital and operations. Aid with grant applications that may fund service providers' programming. Serves as a convenor to bring providers and services together, but not as a program or services operator.
- **Jefferson County**: Provide regional leadership to create a county-wide response to homelessness and connections to other efforts metro-wide; provide funding for capital and operations.
- **People with lived expertise**: To engage in the development of strategy, intervention and solutions based on life experience to help ensure programs and services are relevant and work best for people needing assistance.

- **Foundations**: Provide funding for capital and operations for new initiatives and capacity building
- **Service providers**: Provide services and connect resources to aid people experiencing homelessness; collect data and report on impact and outcomes.
- **Faith community**: Provide a variety of supports depending upon individual church approaches, ranging from volunteerism and donation of food and other supplies up to direct services for people experiencing homelessness.
- **Consultants**: Provide guidance to align best and promising practices with realities of the local community; support successful efforts that grow programmatic capacity when possible.

GOALS, STRATEGIES AND ACTIONS

The Homelessness Action Strategy is comprised of five goals with associated strategies and suggested actions. This work was centered around stakeholder interviews; guiding principles; alignment with the Arvada City Council Strategic Result and the Arvada Housing Strategic Plan; efforts and strategies of other metro region cities and counties; and incorporates best and promising practices implemented in communities across the country.

It is highly recommended the City of Arvada facilitate the formation of a Lived Expertise Advisory Council (LEAC). This body should be prevalently engaged to ensure solutions are not created solely from the perspective of people who have not experienced homelessness, and to develop opportunities that truly meet the needs of those seeking assistance. Members of the LEAC should be compensated for their time when contributing their expertise.

Additionally, the City should establish expectations and accountability for incorporating trauma-informed approaches that are person-centered and utilize low-barrier, housing first and harm reduction principles throughout the implementation of this plan.

While everyone experiencing homelessness needs assistance unless otherwise identified, this action plan will begin with services geared toward adults, including Veterans, living in unsheltered situations. Using the lessons learned and other relevant experiences from serving adult populations, additional services specifically targeted for families, youth and other demographics will be established over time.

The implementation of this plan will be led by the Arvada Homelessness Program Manager, with assistance from additional stakeholders including the City's Homelessness Coordination Team, nonprofit provider partners and Jefferson County Heading Home.

Navigation Center Strategy

The navigation center model has received a lot of attention the past several years, both nationally and locally throughout the Denver metro region, and the development of a navigation center is a critical recommendation of this Homelessness Action Strategy.

While there is no official definition, navigation centers are primarily designed to provide low-barrier, trauma-informed respite for people experiencing unsheltered homelessness. They often provide temporary residential services without time limitations, combined with intensive wrap-around services designed to help

people navigate from life on the streets to safe stable and supported housing.

Common navigation center programming elements, at a single site or a campus concept may include:

- Enhanced 24/7 shelter, non-congregate or semi-private rooms
- Day sheltering options
- Meals and laundry
- Case management and housing navigation services
- Physical and behavioral health services
- Substance abuse treatment services
- Employment & workforce services
- Benefits acquisition & support
- Medical respite beds
- Housing units

The creation of a navigation center within the City of Arvada, to initially focus on re-housing adults experiencing unsheltered homelessness, should be done in strong coordination with programs already providing services to these individuals, or programs that are currently in development. Establishing this approach will assist with the optimization of resources and avoid unnecessary duplication of effort, allowing the navigation center to direct development of services currently unavailable and/or those that could be strengthened for the benefit of people served and the community.

Given the current gaps in services, it is recommended the navigation center prioritize the development of 24/7 emergency shelter using non-congregate, or a semi-private (for example, 3-4 people per room) room configuration, with housing-focused case management services. The portion of the facility dedicated for sheltering services alone should be approximately 12,000-15,000 square feet for 15-20 rooms to accommodate between 45-60 people, initially. This square footage allotment will also permit adequate common area space and storage for personal belongings.

The necessity to secure a facility with adequate available square footage as outlined above, with room for phasing in additional services noted below, at a property currently appropriately zoned to allow for residential and potentially multi-family development, will play a significant role in the location of the navigation center facility in Arvada.

Integrated physical & behavioral health services, along with substance abuse treatment and workforce services should be established as soon as possible. Day sheltering and associated resources such as meals, laundry, showers and space for resting and recuperation for clients not residing in the shelter should be created in conjunction with other providers, while offering incentives to co-locate those services on-site or in the very near proximity of the future navigation center.

Consideration of additional navigation center elements to be phased in depending upon provider capacity and available resources, include medical respite and on-site housing units.

GOALS, STRATEGIES AND ACTIONS

THE MATRIX BELOW PROVIDES DETAILED RECOMMENDED ACTIONS FOR STRATEGY IMPLEMENTATION

GOAL 1: Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|--|--|----------------------|
| 1. Establish and sustain robust and effective housing-focused outreach services | 1. Select outreach provider and fund using DOLA grant | City of Arvada, Homelessness Program Manager | August, 2024 |
| | 2. Define desired outreach services outcomes, using a housing-focused approach | City of Arvada, Homelessness Program Manager, Outreach Provider | August, 2024 |
| | 3. Design outreach services to achieve desired outcomes | Outreach provider, Homelessness Program Manager | August, 2024 |
| | 4. Launch outreach program | Outreach Provider | October, 2024 |
| | 5. Define roles to create a strong outreach team collaborative among all entities providing outreach services, aligned with the navigation center operations | City of Arvada, Homelessness Program Manager, Arvada Police Department (CORE), Arvada Fire Protection District (STARvada), Jefferson County Human Services (expanded outreach), Jefferson Center (RTD outreach program) Outreach Provider, Navigation Center Lead Entity | October, 2024 |

GOAL 1: Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|--|---|----------------------|
| 1. Establish and sustain robust and effective housing-focused outreach services (cont.) | 6. Using available data and knowledge, design a process to prioritize encampments for outreach and housing navigation services | City of Arvada, Arvada Housing Authority, Arvada Police Department, Outreach Provider | October, 2024 |
| | 7. Evaluate opportunities to make changes to the Arvada Police Department's CORE unit, to include adding civilian members to the team. | City of Arvada, Arvada Police Department | December, 2024 |
| 2. Organize the development of a 24/7 emergency non-congregate shelter for adults experiencing homelessness, located at the navigation center | 1. Complete the purchase of a building that will house the navigation center and emergency shelter facility | City of Arvada | July, 2024 |
| | 2. Issue RFP to select lead navigation center provider, negotiate and execute operating and lease agreements | City of Arvada, Lead Navigation Center Provider | September, 2024 |
| | 3. Determine lead shelter provider (if not the lead navigation center provider) | Lead Navigation Center Provider | October, 2024 |

GOAL 1: Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|---|---|----------------------|
| 2. Organize the development of a 24/7 emergency non-congregate shelter for adults experiencing homelessness, located at the navigation center (cont.) | 4. Issue RFP to select architectural firm to create renovation plans with initial capital expenditure estimates | City of Arvada, Lead Navigation Center Provider (& Lead Shelter Provider) | October, 2024 |
| | 5. Finalize annual operating budget, confirm revenue sources and evaluate feasibility for soft shelter opening | Lead Navigation Center Provider (& Lead Shelter Provider) | November, 2024 |
| | 6. Secure American Rescue Plan Act (ARPA) funding from Jefferson County | City of Arvada, Lead Navigation Center Provider (& Lead Shelter Provider) | December, 2024 |
| | 7. Soft shelter opening, if feasible | Lead Navigation Center Provider (& Lead Shelter Provider) | December, 2024 |
| | 8. Finalize construction plan, confirm capital investment required to renovate the shelter facility | City of Arvada, Lead Navigation Center Provider (& Lead Shelter Provider) | February, 2025 |
| | 9. Develop revenue strategy and fund development plan for capital needs | City of Arvada, Lead Navigation Center Provider (& Lead Shelter Provider) | March, 2025 |

GOAL 1: Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|--|---|----------------------|
| 2. Organize the development of a 24/7 emergency non-congregate shelter for adults experiencing homelessness, located at the navigation center (cont.) | 10. Complete remaining capital fundraising for shelter renovations | City of Arvada, Lead Navigation Center Provider (& Lead Shelter Provider) | June, 2025 |
| | 11. Issue RFP and select general contractor to complete shelter renovations | City of Arvada, Lead Navigation Center Provider (& Lead Shelter Provider) | June, 2025 |
| | 12. Complete shelter renovations | General Contractor, Lead Navigation Center Provider | October, 2025 |
| | 13. Official opening of the emergency shelter | Lead Navigation Center Provider (& Lead Shelter Provider) | November, 2025 |
| 3. Facilitate the development of a navigation center for adults experiencing homelessness, with 24/7 emergency shelter and comprehensive walk-in services | 1. Cultivate a provider network, including the faith-based community, committed to offering coordinated services at the navigation center; collaboratively build the full navigation center service design | City of Arvada, Lead Provider, Provider Network | January, 2025 |

GOAL 1: Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|---|---|----------------------|
| 3. Facilitate development of a navigation center for adults experiencing homelessness with 24/7 emergency beds and comprehensive walk-in services (cont.) | 2. Finalize navigation center construction plan, confirm capital and annual operating investment required to open phase 1 of the navigation center services | City of Arvada, Lead Navigation Center Provider | February, 2025 |
| | 3. Develop revenue strategy and fund development plan for annual navigation center operating needs and remaining capital funding | City of Arvada, Lead Navigation Center Provider | April, 2025 |
| | 4. Complete remaining capital fundraising for phase 1 navigation center renovations | City of Arvada, Lead Navigation Center Provider | June, 2025 |
| | 5. Complete navigation center renovations | General Contractor, Lead Navigation Center Provider | October, 2025 |
| | 6. Open phase 1 of the navigation center | City of Arvada, Lead Provider and Provider Network | November, 2025 |
| | | | |

GOAL 1: Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|---|---|----------------------|
| 3. Facilitate development of a navigation center for adults experiencing homelessness with 24/7 emergency beds and comprehensive walk-in services (cont.) | 7. Determine timing and implementation plan for subsequent navigation center phases, including services for families, youth and/or housing units | City of Arvada, Lead Provider, Provider Network | April, 2026 |
| | | | |
| 4. Implement encampment decommissioning program | 1. Utilizing the housing-focused outreach team collaborative, develop pathways out of homelessness and to safe, stable and permanent housing for each encampment resident | Outreach team collaborative | November, 2024 |
| | 2. Begin relocating encampment residents to interim housing placements | Outreach team collaborative | December, 2024 |
| | 3. Implement plan for removal of remaining belongings and structures and closure of camps | City of Arvada, Arvada Police Department | January, 2025 |
| | 4. Explore formation of supported Safe Outdoor Space micro community(s) to serve as additional interim housing placement option | City of Arvada | March, 2026 |

GOAL 1: Enhance integrated services for people experiencing homelessness that increase options for economic and housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|--|---|---|-----------------------------|
| 5. Leverage the navigation center development to build collaborative alignment across the metro region | 1. Take a leadership role in developing a metro Denver navigation center partnership, helping create aligned operating philosophies and coordinated services approaches | City of Arvada, Lead Navigation Center Provider | January, 2025 |

GOAL 2: Prevent people from experiencing homelessness

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|--|--|-------------------|----------------------|
| 1. Cultivate prevention services for individuals and households at-risk of experiencing homelessness | 1. Increase diversion and prevention services through the City's Homelessness Resolution Case Managers | City of Arvada | August, 2024 |
| | 2. Facilitate a strong relationship with Colorado Gives Foundation's Colorado Pay it Forward Fund to create enhanced job training programming and opportunities | City of Arvada | November, 2024 |
| | 3. Assist in developing enhanced partnerships with organizations like the Arvada Chamber of Commerce's Career Coach program, Cross Purpose and/or the Center for Work Education & Employment | City of Arvada | February, 2025 |
| | 4. Facilitate augmented partnerships to offer housing and financial counseling services and poverty reduction and prevention assistance | City of Arvada | April, 2025 |

GOAL 2: Prevent people from experiencing homelessness (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|--|---|---|----------------------|
| 2. Explore the creation of an eviction & foreclosure prevention program to serve all types of at-risk households in Arvada | 1. Determine opportunities to create a prevention fund and program | City of Arvada | February, 2025 |
| | 2. Identify a prevention program provider organization with homelessness prevention expertise to administer the program | City of Arvada | April, 2025 |
| | 3. Implement the prevention program in coordination with the City's homeless navigation services | City of Arvada, Prevention Program Provider | June, 2025 |
| | 4. Evaluate opportunities to enhance court-based eviction diversion programming | City of Arvada, Prevention Program Provider | June, 2025 |
| | 5. Assess the benefits of Prevention Targeting Tools (PTT), or similar prevention assistance models; select and utilize tools | City of Arvada, Prevention Program Provider | September, 2025 |

GOAL 2: Prevent people from experiencing homelessness (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|-----------------------------------|--|---|----------------------|
| 3. Preserve affordable housing ** | 1. Establish partnerships to acquire expiring income-restricted properties (Housing Strategic Plan, Policy Lever 1, Strategy 5) | City of Arvada, Arvada Housing Authority, Community Partner Organizations | June, 2025 |
| | 2. Invest in affordable and naturally occurring affordable housing using the Arvada Affordable Housing Fund (Housing Strategic Plan, Policy Lever 1, Strategy 5) | City of Arvada, Arvada Housing Authority | December, 2025 |

GOAL 3: Foster long-term housing stability

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|--|--|--|----------------------|
| 1. Maximize permanent supportive housing (PSH) units | 1. Using available and projected data, establish a target and plan for additional PSH units (quantity and timing) in Arvada, refocusing future resources from crisis response to permanent housing placement | City of Arvada, Lead Navigation Center Provider, Community Partner Organizations | March, 2025 |
| | 2. Evaluate the City's ability to partner in leveraging affordable housing financing through mechanisms like social impact bond/pay for results and Proposition 123 | City of Arvada | June, 2025 |
| | 3. Establish partnerships with qualified PSH developers to cultivate expansion opportunities and help preserve expiring income-restricted units | City of Arvada | June, 2025 |
| | 4. Finalize PSH expansion plan and begin implementation | City of Arvada | January, 2026 |

GOAL 3: Foster long-term housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|--|--|-------------------------|
| 2. Ensure meaningful progress toward affordable housing goals in the Arvada Housing Strategic Plan ** | 1. Actively watch for property and land in Arvada to acquire and redevelop (Housing Strategic Plan, Policy Lever 1, Strategy 2) | City of Arvada | Immediately and ongoing |
| | 2. Include review of Housing Strategic Plan, progress and challenges as a regular discussion item on the Homelessness Coordination Team's bi-monthly agenda | City of Arvada | September, 2024 |
| | 3. Define land bank program and strategies/priorities for disposition, e.g. donations, discounted sales, and/or long-term ground leases (Housing Strategic Plan, Policy Lever 1, Strategy 2) | City of Arvada, Housing Advisory Committee | June, 2025 |
| | 4. Determine concrete priorities for the Arvada Affordable Housing Fund (Housing Strategic Plan, Policy Lever 1, Strategy 3) | City of Arvada, Arvada Housing Authority, Housing Advisory Committee | June, 2025 |

GOAL 3: Foster long-term housing stability (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|--|--|----------------------|
| 2. Ensure meaningful progress toward affordable housing goals in the Arvada Housing Strategic Plan ** (cont.) | 5. Evaluate feasibility of small sales tax increase to support the Arvada Affordable Housing Fund (Housing Strategic Plan, Policy Lever 1, Strategy 3) | City of Arvada, Housing Advisory Committee | June, 2025 |

GOAL 4: Facilitate broad access to information to increase awareness and understanding of homelessness in the community

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|--|---|---|----------------------|
| 1. Launch a coordinated messaging campaign | 1. Engage a communications consultant with expertise in developing messaging campaigns to combat the stigmas of homelessness, aligned with the City's current community engagement plan | City of Arvada | September, 2024 |
| | 2. Develop campaign core messaging | Communications Consultant, City of Arvada | November, 2024 |
| | 3. Develop a coordinated communications plan to provide education and information to the community about homelessness | Communications Consultant, City of Arvada, Faith Community, Community Partner Organizations | January, 2025 |
| | 4. Begin campaign implementation | Communications Consultant, City of Arvada, Faith Community, Community Partner Organizations | March, 2025 |

GOAL 4: Facilitate broad access to information to increase awareness and understanding of homelessness in the community (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|--|---|---|----------------------|
| 2. Establish culture of authentic communication on homelessness with the community | 1. Develop a neighborhood engagement plan for communications about the navigation center | City of Arvada, Communications consultant | July, 2024 |
| | 2. Begin holding regular "town hall" style meetings to address community questions and concerns and share about future efforts | City of Arvada, Community Partner Organizations | August, 2024 |
| | 3. Share outcome and other data with the community on a regular basis, demonstrating progress and challenges. Consider creating a web-based dashboard | City of Arvada, Community Partner Organizations | January, 2025 |

GOAL 5: Establish data collection and reporting methods to support continuous improvement

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|---|---|----------------------------------|----------------------|
| 1. Confirm key performance indicators deemed necessary to measure success | 1. Homelessness strategy consultant to present draft KPIs, methods for collecting and reporting data, tied to the Homelessness Action Strategy | Homelessness Strategy Consultant | July, 2024 |
| | 2. Enhance City's participation in regional Built-for-Zero (BFZ) efforts and achieve quality, by-name data in HMIS | City of Arvada | January, 2025 |
| | 3. Include the KPIs in provider contracts, requiring periodic reporting directly to the City of Arvada if not available through HMIS | City of Arvada | March, 2025 |
| | 4. Regularly track and evaluate costs invested by the City into homeless solutions by leveraging available financial data through the City's time, accounting and financial systems | City of Arvada | March, 2025 |

GOAL 5: Establish data collection and reporting methods to support continuous improvement (cont.)

| STRATEGY | ACTIONS | RESPONSIBLE PARTY | COMPLETION TIMEFRAME |
|--|---|-------------------|----------------------|
| 2. Establish a culture of continuous improvement related to homelessness data and outcomes reporting | 1. Ensure the City of Arvada and all contracted providers are participating in HMIS and OneHome, completely and accurately | City of Arvada | August, 2024 |
| | 2. Regularly produce and review KPI dashboard reports with the Homelessness Coordination Team, develop action items to address, facilitate changes to build on strengths and mitigate critical weaknesses | City of Arvada | January, 2025 |
| | 3. Establish a tool to track and report progress and challenges in achieving Homelessness Action Strategy goals | City of Arvada | January, 2025 |
| | 4. Consider creating data sharing agreements with various entities (health care, law enforcement, cities, counties, school districts) to broaden and deepen access to critical information | City of Arvada | December, 2025 |

** - Inclusion of the Arvada Housing Authority in this action plan is not intended to imply any role for the Arvada Homelessness Team in overseeing accomplishments of the City's Housing Strategic Plan or other housing matters, or to otherwise commit the Housing Authority to timelines it cannot meet. It will be important, however, for the City's Homelessness Team and the Arvada Housing Authority to collaborate and maintain alignment to achieve critical milestones that impact both plans.

NEXT STEPS

Given the rapidly changing landscape and the innovative opportunities that may be identified, the time horizon of this Homelessness Action Strategy is designed with a relative short-term lens only through 2026. The intention of this Strategy is to create traction and momentum to help generate meaningful and lasting solutions, and it should also be considered a dynamic and living document. Pending the approval of this Strategy, the City team is encouraged to regularly update the action plan to maintain relevance with ever-changing conditions, modify or eliminate approaches that have proven to be less effective or impactful, and add solutions that may not have been contemplated in this version.

There is certainly an element of risk with implementing these approaches to achieve the goals and strategies outlined here; however, as has been said before by numerous others – **the biggest risk is doing nothing**. The City of Arvada should be commended for its willingness to consider the execution of this Strategy to help people experiencing homelessness, and to improve the quality of life for residents across the City of Arvada.

DEFINITION OF TERMS

24/7 emergency shelter

Typically includes extended hours of operation 24 hours per day, 7 days a week, with expanded services, reduced barriers to entry, and no requirements for residents to exit and relinquish their beds each morning and secure a bed again each evening.

Affordable housing

Housing on which the occupant is paying no more than 30% of gross income for housing costs, including utilities.

Built for Zero (BFZ)

Built for Zero is a national initiative providing local communities with a strategy to measurably end homelessness through data-driven collaborations. The approach works to know each person experiencing homelessness “by name” based on specific populations, such as Veterans or those who have experienced chronic homelessness.

Continuum of Care (CoC)

The Continuum of Care (CoC) program is designed to promote a community-wide commitment to the goal of ending homelessness; to provide funding for efforts by nonprofit providers, states, Indian Tribes or tribally designated housing entities, and local governments to quickly rehouse homeless individuals, families, persons fleeing domestic violence, dating violence, sexual assault, and stalking, and youth while minimizing the trauma and dislocation caused by homelessness; to promote access to and effective utilization of mainstream programs by homeless individuals and families, and to optimize self-sufficiency among those experiencing homelessness.

Harm reduction

A set of practical strategies and ideas aimed at reducing negative consequences primarily associated with drug use.

Homeless Management Information System (HMIS)

A local information technology platform to collect client-level data on the provision of housing and services to individuals and families experiencing homelessness, and those at risk of experiencing homelessness.

Low-barrier shelter

At its essence, a low-barrier shelter strives to keep requirements for entry limited or minimal to encourage people experiencing homelessness to seek assistance by removing obstacles.

Metro Denver Homeless Initiative (MDHI)

MDHI is the Continuum of Care (CoC) program for the seven-county Denver metro region.

DEFINITION OF TERMS

OneHome Coordinated Entry System

OneHome is the Coordinated Entry System for the Metro Denver region. Coordinated Entry is a client-centered process that partners with service providers and community members to assess and identify the housing needs of people experiencing homelessness. OneHome Coordinated Entry matches individuals, youth, and families to the appropriate housing resources available while elevating client choice.

Permanent Supportive Housing (PSH)

Permanent supportive housing is an intervention that combines affordable housing assistance with voluntary support services to address the needs of people experiencing chronic homelessness and those with high barriers to housing stability. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment and employment services.

Point in Time (PIT) Count

The Point-in-Time (PIT) Count is a HUD required annual count of sheltered and unsheltered people experiencing homelessness on a single night in January.

Prevention Targeting Tools (PTTs)

Prevention Targeting Tools (PTTs) connect people at risk of homelessness with services they need. These short surveys assess a person's risk of becoming homeless and determine eligibility and prioritization for services such as short-term financial assistance.

Quality by-name data

A comprehensive data set of every person in a community experiencing homelessness, updated in real time. Using information collected and shared with their consent, each person in the data set has a file that includes their name, history of homelessness, health, and housing needs. This data is updated monthly, at minimum.

Trauma-informed care

An approach or perspective to client care that focuses on understanding the effects of trauma, that is multi-disciplinary and widely applicable in diverse settings. It is a service system in which all parties involved recognize and respond to the impact of traumatic stress on those who have contact with various systems.

POTENTIAL REVENUE SOURCES

A detailed list of potential funding and revenue sources for capital and operating needs has been developed and provided separately to the City of Arvada.

SOURCES CONSULTED

- 2023 Metro Denver Point in Time Count
- City of Arvada internal GIS mapping program
- City of Arvada Housing Strategic Plan
- City of Arvada City Council Strategic Plan, 2024-2030
- City of Aurora Regional Navigation Center Campus
- City of Boulder Homelessness Strategy
- City and County of Denver, 2023 Department of Housing Stability Action Plan
- City and County of Denver, 2024 Department of Housing Stability Action Plan
- City of Richmond Strategic Plan to End Homelessness 2020-2030
- City of Westminster Continuum of Compassion
- Colorado State Homelessness Playbook
- Colorado Department of Local Affairs, Strategy & Funding Approach for Proposition 123's Program Serving Persons Experiencing Homelessness
- Healthcare System and Homeless Response System Data Sharing Toolkit
- Homeward Adams, Homelessness Reduction Strategic Framework, Version 2023
- Investing in Ending Single Adult Homelessness: Analyzing the Shift Toward 24/7 Shelter Models
- Jefferson County Homelessness Action Plan 2021-2023
- Jefferson County, 2019 Comprehensive Homeless Count
- Metro Denver Homeless Initiative (MDHI) State of Homelessness 2023
- Preventing Homelessness: Evidence-Based Methods to Screen Adults and Families at Risk of Homelessness in Los Angeles
- Regional Alignment on Homelessness, Recommendations for the North Metro Area
- San Antonio, Together to End Homelessness: Strategic Plan Summary and Call to Action
- Tri Cities Homeless Action Plan
- United States Interagency Council on Homelessness, ALL IN: The Federal Strategic Plan to Prevent and End Homelessness
- United States Interagency Council on Homelessness. 19 Strategies for Communities to Address Encampments Humanely and Effectively
- Weld's Way Home 2.0, Strategic Plan to Prevent and End Homelessness In Weld County

ACKNOWLEDGEMENTS

The consulting team would like to express sincere gratitude to the following people and organizations. Without their vital contributions, this project would not have been possible.

Adams County
Paolo Diaz

Arvada Fire Protection District
Deanna Harrington

City of Arvada City Council
Mayor Lauren Simpson, Mayor Pro Tem Randy Moorman,
Shawna Ambrose, John Marriott, Bob Fifer,
Lisa Feret, Sharon Davis

City of Arvada
Lorie Gillis, Don Wick, Linda Haley, Carrie Espinosa,
Elizabeth Blythe, Jack Hardwick, Rachael Kuroiwa,
Sargent McDonald

City of Arvada Municipal Court
Judge Katie Kurtz

City of Arvada Police Department
Todd Reeves

City and County of Denver Department of Housing and
Stability (HOST)
Jamie Rife

City of Westminster
Mark Freitag, Barbara Opie, Alex Reaves, Tomás
Herrera-Mischler, Kate Skarbek

Colorado Village Collaborative
DeDe de Percin, Cuica Montoya

Community members with lived expertise
Angela, David, Jason, John

Community Table
Rocky Baldassare

Family Tree
Dontae Latson, Cassie Ratliff

Jefferson County Public Library, Arvada Library
Paola Vilaxa

Jefferson County Human Services
Mary Berg, Kat Douglas, Kerry Wrenick

ACKNOWLEDGEMENTS

Jefferson Center for Mental Health
Kiara Kuenzler, Jessica Dunbar, Taylor Clepper

Mission Arvada at The Rising Church
Karen Cowling, Pastor Jarrod Irwin, Pastor Steve Byers,
Berzette Green, Vera Ananda, Harriet Hall

Olde Town Arvada Business Improvement District
Joe Hengstler, Debbie Hansen

RecoveryWorks
James Ginsburg

Severe Weather Shelter Network
Christy Smith

Third Sector Communication Strategies
Christie McElhinney