

## Grant Application Staff Report

**Date:****To:** Douglas County Board of County Commissioners**Through:** Douglas J. DeBord, County Manager**From:** Jennifer L. Eby, AICP, Director of Community Services**CC:** Steven M. Dodrill, Community Programs Administrator  
Tiffany Marsitto, Community Services Supervisor  
Rand M. Clark, CCAP, NCRT, Assistant Director of Community Services**Subject:** **2025 Homelessness Resolution Program grant application in the amount of \$260,918 including a match of \$140,918 for a project total of \$401,836.**

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**Board of County Commissioners' Business Meeting****August 12, 2025 @ 1:30 p.m.**

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**I. EXECUTIVE SUMMARY**

On July 14, 2025, the Colorado Department of Local Affairs (DOLA) through its Division of Housing (DOH) and Office of Homeless Initiatives (OHI) released the Notice of Funding Application (NOFA) for the 2025 Homelessness Resolution Program (HRP). Staff requests authorization to apply for funding to continue the existing Housing Stabilization Program (HSP), support a portion of personnel costs for Homeless Engagement Assistance and Resource Team (HEART) and the development of a Rapid Rehousing (RRH) program.

**II. REQUEST**

Staff requests authorization from the Board of County Commissioners (BCC) to apply to DOH for 2025 HRP funding in the amount of \$260,918 with a local match of \$140,918 for a project total of \$401,836.

**III. BACKGROUND**

The HRP grant is an annual program administered by DOLA through the DOH and OHI. The aim of HRP is to enhance the continuum of comprehensive, housing-focused solutions throughout the State to end housing instability. HRP awards are funded through multiple sources including Federal Emergency Solutions Grant (ESG) and State Proposition 123 funds.

In 2024, Douglas County received \$40,000 in HRP funding to provide homeless prevention services through HSP. HSP was launched in August 2024 and provides limited rent assistance to help residents prevent homelessness while participating in case management, benefit enrollment, career development, domestic violence and mental health services. To date, this program has helped nine families avoid homelessness.

**IV. DISCUSSION**

On July 14, 2025, OHI released the NOFA for 2025 HRP funds. The period of performance is April 2026 through March 2027. Applications are due on August 25, 2025. Staff recommends requesting funding for three programs:

1. **HSP:** Funding will ensure continued service through March of 2027 and provide the opportunity to increase program capacity. The HSP program provides limited rent assistance to help 5-7 households prevent homelessness while engaging in case management and other supportive services through local non-profit partners.
2. **HEART Staff Salaries:** Funding will cover three months of salary and benefits for HEART staff to conduct street outreach. This includes engaging with all people who are unhoused, building trust, and connecting them to vital resources such as shelter, behavioral health services, transportation assistance, and long-term housing solutions. This is needed as current funding sources for this program are set to expire at the end of 2026.
3. **RRH:** This program will provide housing support for up to 18 months for 5-7 households currently living in vehicles or experiencing homelessness. RRH will follow a Housing Plus framework where each participant will work toward long-term self-sufficiency through case management and other identified supportive services offered through local non-profit partners.

The budget for the project will be as follows:

Homeless Prevention Project Budget	
<b>Project Income</b>	
HRP Grant	\$ 260,918
CSBG Match	\$ 35,000
In-Kind Staff Administration	\$ 10,000
Medicaid Fund Match	\$ 95,918
<b>Total</b>	<b>\$ 401,836</b>
<b>Project Expense</b>	
HSP	\$ 60,000
HEART	\$ 191,836
RRH	\$ 150,000
<b>Total</b>	<b>\$ 401,836</b>

The CSBG match and in-kind staff administration contributions will be used towards HSP and RRH efforts, while potential Medicaid funding may be used as match to support HEART staff salaries and benefits.

## V. **RECOMMENDED ACTION**

Staff recommends the BCC authorize applying to the DOH for 2025 HRP funding in the amount of \$260,918 including a \$140,918 match for a project total of \$401,836.

## **ATTACHMENTS**

## **PAGE**

2025 HRP Agreement.....	3
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# Homelessness Resolution Program (HRP) Overview

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Case Id: 34817  
Name: Douglas County - 2025  
Address: \*No Address Assigned

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## Homelessness Resolution Program (HRP) Overview

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Please read the overview.



Colorado Department of Local Affairs  
Division of Housing  
1313 Sherman Street  
Room 320  
Denver, CO 80203

## Homelessness Resolution Program (HRP) Overview

Everyone in Colorado should have a safe, stable, and affordable place to live. Together, we can build a future where homelessness is rare, brief, and nonrecurring, where no one is left behind. This vision drives every aspect of the Homelessness Resolution Program (HRP), informing how funding is prioritized, programs are evaluated, and partnerships are built across the state.

HRP provides annual funding to nonprofit organizations and local governments across Colorado to prevent and end homelessness for individuals and families at risk. The program is administered by the Colorado Department of Local Affairs (DOLA) through the Division of Housing's (DOH) Office of Homeless Initiatives (OHI). Funding is awarded through a competitive application process and supports a range of housing-focused interventions.

HRP was formerly known as the Emergency Solutions Grants (ESG) Program, created under the Homeless Housing Act of 1986 and authorized under the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11371–11378). In 2009, it was renamed under the HEARTH Act (Homeless Emergency Assistance and Rapid Transition to Housing). As the program expanded beyond federal ESG funds to include state funding sources, DOH officially rebranded it as the Homelessness Resolution Program (HRP) in July 2024. This new name reflects the program's broader scope, integrated funding streams, and long-term housing-focused mission.

Under HRP, eligible activities include:

- Emergency Shelter
- Street Outreach
- Homelessness Prevention
- Rapid Re-Housing
- Bridge Housing
- Formerly Incarcerated People (FIP)
  - Bridge Housing

- Rapid Rehousing

- HMIS or the DOH-approved Comparable Database (for Victim Service Providers)
- Administration

## Funding Allocation and Grant Administration

Multiple funding sources may be available under this NOFA (e.g., state funds, federal ESG funds). While applicants may request funding for specific program models or activities, the Colorado Division of Housing (DOH) will determine the final funding source for each awarded project. This determination will be made at DOH's sole discretion based on the following criteria:

- Program eligibility
- Alignment with funding source requirements
- Availability of funds

Applicants should be prepared to comply with all requirements associated with the awarded funding source.

### Administrative Requirements

Grants awarded through this NOFA will be administered on a reimbursement basis unless otherwise determined by DOH. Grantees must submit reimbursement requests to DOH for review and approval before receiving funds.

Applicants must have strong financial management systems and internal controls to ensure timely and accurate processing. These systems must demonstrate the organization's capacity to manage cash flow effectively and comply with all reimbursement and reporting requirements established by DOH.

## NOFA Aim and Funding Priorities:

This Notice of Funding Availability (NOFA) aims to enhance Colorado's statewide continuum of housing-focused services by supporting comprehensive solutions to prevent and end homelessness. DOH seeks proposals that align with its mission by advancing low-barrier, client-centered interventions that promote long-term housing stability and economic mobility.

Applicants will be most competitive if they can demonstrate the following:

- A commitment to strengthening a comprehensive, statewide housing-focused service system
- Use of real-time data to quickly identify individuals experiencing homelessness
- Capacity to conduct timely, individualized assessments and match individuals with appropriate housing and services
- Implementation of low-barrier, client-centered practices that reduce barriers to program entry and participation
- Strategies to expand the number and quality of housing resources for individuals and families
- Operation of emergency shelters that are housing-focused and support transitions to permanent housing
- Provide essential social services for unsheltered individuals, those staying in emergency shelters, or those at risk of homelessness
- The ability to quickly connect individuals and families to appropriate housing and services to prevent or resolve homelessness

Applicants are encouraged to review the [OHI Homelessness Program Model Comparisons document](#) and the [Division of Housing's Homelessness Resolution Policies and Procedures](#) to understand each Program Model and its applicable

requirements. Some federal restrictions may apply. [24 CFR Part 576.100](#) for requirements related to annual HUD ESG funding.

# Eligible Applicants and Activities

## Eligible Organizations

The Division of Housing may enter into grant agreements with the following types of eligible subrecipients:

- Local governments
- Continuums of Care (CoCs)
- Homeless service providers
- Non-profit organizations

## Eligible Activities

Subrecipients may apply for funding to support the following eligible components:

- Emergency Shelter
- Street Outreach
- Homelessness Prevention
- Rapid Re-Housing
- Bridge Housing
- Formerly Incarcerated People (FIP)
  - Bridge Housing
  - Rapid Rehousing
- HMIS or the DOH-approved Comparable Database (for Victim Service Providers)
- Administration

# Program Requirements and Expectations

To ensure alignment with Colorado’s Homelessness Resolution goals and support high-quality implementation, all funded projects must adhere to the following standards:

## Data and Reporting Requirements

- All projects must utilize the Colorado Homeless Management Information System (HMIS) for real-time tracking, evaluation, and outcome measurement.
- Subcontracted providers must either use HMIS or commit to implementing it before project launch.
- Victim Service Providers must use the HMIS Comparable Database selected by the DOH.

## Service Provider Expectations

For each Program Model and related activity requested, the application must demonstrate that all participating service provider(s) have the experience, capacity, and infrastructure to deliver the proposed supportive services. This includes both directly funded providers and any subcontractors.

If applicable, the application must also describe how the subcontracting process will ensure service providers bring

diverse representation and relevant expertise to meet the needs of the target population(s).

**All service providers must meet the following minimum expectations:**

**Practice Expertise**

Providers must demonstrate a robust understanding of best practices in homelessness response, including Housing-Focused Services, Trauma-Informed Care, and Harm Reduction. The application should describe how these approaches will be tailored to meet the needs of the target population(s).

**Population Engagement**

Providers must be familiar with the specific needs of the population(s) they will serve, including strategies for engaging individuals with complex needs and those who may not readily access traditional services. Applications should highlight how the service model incorporates feedback from individuals with lived expertise and accommodates all needs.

**Housing-Focused and Holistic Support**

Providers must show a track record of offering individualized, housing-focused support that promotes long-term housing stability. This includes strategies for sustained engagement, case management, and supportive services that address barriers to stability.

**Safety and Security Planning**

For program models and Related Activities requested, applications must demonstrate how project partners will work to ensure the safety of participants, guests, and residents who may be at risk of victimization or violence. Applicants should describe in detail the type of security provided, how it relates to program operation, and how it will ensure the safety of residents. Safety planning should include the physical design of the project, as well as operational and programmatic aspects. Applicants should describe how safety and security investments and programming relate to program operation and how they will support the safety of participants. The applicant should demonstrate how the safety and security functions are informed and responsive to best practices in Trauma-Informed Care, de-escalation, and mental health first aid.

**Outcomes:**

The application must demonstrate previous experience as well as a clear framework for what outcomes will be measured and the success anticipated. The applicant must articulate how it will capture and report relevant performance data, including data sharing processes with external entities if necessary.

# Formerly Incarcerated People (FIP) Overview

Case Id: 34817  
Name: Douglas County - 2025  
Address: \*No Address Assigned

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## Formerly Incarcerated People (FIP) Overview

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Please read the overview.

### Background

Investing in evidence-based interventions, such as targeted case management and housing assistance to reduce recidivism, is a priority of Governor Jared Polis and his administration. As part of a data-driven public safety plan of action, the State is focused on preventing crime, improving public safety, helping individuals access community-based supports, and delivering real results. This plan emphasizes workforce improvements, reducing recidivism, client choice, community safety, and behavioral health.

By making common-sense investments in programs that support successful reentry, Colorado aims to significantly reduce recidivism in our communities and save taxpayer dollars by utilizing resources more efficiently, thus avoiding the high costs associated with reincarceration. These investments are not only a moral imperative but also enhance public safety and support pathways to stability and meaningful community contributions for returning residents.

A key initiative in addressing reentry challenges has been the Colorado Rapid Rehousing & Re-entry (COR3) program. Since 2018, the COR3 program has provided Rapid Re-Housing assistance each year to Formerly Incarcerated People (FIP) referred by state and local justice systems, re-entry organizations, Continuums of Care (CoCs), and other service providers. To date, 711 households have been served by COR3, and over 67% have successfully transitioned into permanent housing.

COR3 has historically been funded through a partnership between the Colorado Department of Corrections (DOC) and the Department of Local Affairs (DOLA). Previously operated as a standalone grant program, staff from DOLA's Division of Housing have evaluated how to best serve formerly incarcerated individuals who are experiencing or at risk of homelessness. To enhance efficiency, streamline resources, and better coordinate service delivery, the Division determined that the best course of action is to integrate re-entry housing-focused services into the existing and high-capacity Homelessness Resolution Program (HRP) through a formerly incarcerated set-aside. Additionally, based on community partner feedback, Bridge Housing for formerly incarcerated individuals is being added as an eligible activity for this funding.

### Funding Availability

The Division is allocating a minimum of \$1.5 million for FIP-HRP activities, which is in addition to the current annual allocation for the HRP. To maximize the impact of available resources, the minimum award size will be \$250,000. Applications that demonstrate regional collaboration and service delivery are highly encouraged.

The sources of funding for these awards may include the Colorado Department of Corrections (DOC) and the Department of Local Affairs (DOLA) through Proposition 123. Awarded applicants will receive specific guidance on applicable spending deadlines and requirements based on their assigned funding source(s).

A critical component of this funding is the expectation of strong collaboration with the Colorado Department of



Corrections. Formerly Incarcerated People will have supervision requirements to follow within the Division of Adult

Parole. Successful applicants should have the ability to collaborate with local law enforcement entities. Successful applicants will be required to establish and maintain robust referral networks with DOC, which are further described in the following section.

### **Formerly Incarcerated Project Threshold Requirements**

The proposed project must be able to demonstrate that it will meet the following threshold requirements to be considered for review as an FIP-HRP project:

#### **Definition of Formerly Incarcerated People (FIP)**

Formerly incarcerated people are defined as those currently incarcerated or those who have experienced incarceration within the past two years. Funding priorities include those experiencing homelessness immediately before entering these settings as well as those at imminent risk of homelessness upon release. Preference will be given to individuals with behavioral health conditions, high utilization of public systems, and long histories of homelessness or those who would be homeless upon release. High utilization of public systems includes:

- Criminal justice involvement (prison, jail, or courts)
- Healthcare system engagement (emergency department visits, psychiatric crisis services, or hospitalizations)
- Local shelter access

#### **DOC Referrals: At least 75% of clients served must be direct referrals from the Colorado Department of Corrections (DOC), including the Division of Adult Parole (DAP).**

The FIP-HRP funding for Re-Entry requires a unique direct referral system for clients in partnership with the DOC. To address the complex barriers to housing stability clients may face after incarceration, DOLA and the Colorado Department of Corrections (DOC) have developed a referral process to enable clients under supervision with DOC to be referred directly to housing. The referral process prioritizes clients with current or past experiences of homelessness and clients with complex behavioral health needs, and seeks to match individuals with the appropriate resource.

Remaining resources may serve individuals referred through Coordinated Entry or other community connections who meet the FIP definition and prioritization criteria.

#### **Reporting Requirements**

FIP-HRP projects will report on the following priority data points:

- **Referrals:** Total referrals, referral sources, prioritization criteria, and reasons for denial.
- **Rental Assistance:** Amount distributed and housing outcomes.

To ensure system coordination and resource optimization, projects must commit to:

- Provide accurate data on priority metrics promptly.
- Maintain a crosswalk between program IDs and DOC IDs.
- Track and report on all client referral sources.

#### **Program Design Informed through Lived Expertise**

The meaningful inclusion, participation, and engagement of individuals with lived expertise of homelessness are essential to the success of these FIP programs. Therefore, the application must clearly outline how it will integrate lived expertise into all aspects of the program, including representation in decision-making. While engaging individuals with lived expertise of homelessness is critical in all programs, it is particularly crucial for ensuring the

relevance, effectiveness, and cultural responsiveness of programs specifically designed to serve individuals with justice involvement. Their insights will help ensure that program design is relevant, effective, and culturally responsive.

## **Priorities**

In addition to the required program parameters outlined previously, FIP applications submitted in response to this Notice of Funding Availability (NOFA) will be evaluated and scored based on the following key priorities. These priorities reflect the State's commitment to impactful, collaborative, and sustainable solutions for addressing homelessness among formerly incarcerated people.

### **Greatest Impact on Formerly Incarcerated People (FIP):**

For program models and Related Activities requested, the application demonstrates the ability to achieve significant reductions in homelessness, assist individuals in accessing community-based services, and sustain housing outcomes for clients served. Projects should demonstrate how they will prioritize program resources for individuals who meet the program's definition of FIP and who would likely remain homeless without this intervention, particularly those with long lengths of homelessness, complex needs, and limited connections to other programs.

### **Strong Collaboration and Partnerships:**

Recognizing that homelessness requires a community-wide response, applications demonstrating robust collaboration will be prioritized. This includes meaningful engagement with the regional Continuum of Care (CoC) and established, effective partnerships with the Colorado Department of Corrections (DOC)/the Division of Adult Parole (DAP) for referral systems. Regional collaboration in service delivery is highly encouraged.

### **Long-Term Sustainability:**

While immediate solutions are essential, projects with a clear strategy for long-term sustainability will be prioritized. This involves demonstrating the organization's commitment to the mission through the allocation of ongoing local operating funds to ensure continued impact beyond the grant funding period.

### **Low Barrier to Entry and Accessibility:**

To maximize program access, proposals should detail how they will remove barriers to entry that often prevent individuals from accessing housing, enrollment, and related services. This includes culturally specific community engagement, outreach, and an understanding of trauma-informed care, such as addressing the trauma associated with experiencing homelessness or residing in an institutional setting, and describes elements of program design to mitigate these challenges and reduce associated barriers.

### **Accountability and Measurable Outcomes:**

Applications demonstrating the ability to accurately track and report on key metrics to measure program outcomes will be prioritized. Success is defined by ensuring individuals secure and maintain permanent housing.

### **Please note:**

After completing the Project Overview section, you will be asked to select the activity type(s) for which you are applying under FIP:

- FIP-RRH (Formerly Incarcerated People – Rapid Re-Housing)
- FIP-BH (Formerly Incarcerated People – Bridge Housing)

If you are seeking funding for both Rapid Re-Housing and Bridge Housing activities, please be sure to select both

options so that the appropriate questions appear in your application.

# Instructions

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**Case Id:** 34817

**Name:** Douglas County - 2025

**Address:** \*No Address Assigned

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## Instructions

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Please read the instructions.

Please complete all required fields and save your work frequently to avoid losing information. If you have questions or need assistance, contact your current grant manager or Whitney Whitaker, HRP Program Manager, at [whitney.whitaker@state.co.us](mailto:whitney.whitaker@state.co.us).

### Important Note:

The review committee will independently evaluate and score each activity type based solely on the sections included in your application. You are not required to select every activity type to be competitive.

## Entity Information

Last modified by mdhaillecourt@douglas.co.us on 7/24/2025 10:34 AM

Case Id: 34817

Name: Douglas County - 2025

Address: \*No Address Assigned

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### Entity Information

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Please provide the following information.

**\* Entity Name (Must Match Organization Name on W9)**

Douglas County Government

**\* Entity Address (Must Match Address on W9)**

100 Third Street Castle Rock, CO 80104

**\* Type of applicant**

Local Government

**\* Signatory Authority First Name**

Abe

**\* Signatory Authority Last Name**

Laydon

**\* Signatory Authority Address**

100 Third Street Castle Rock, CO 80104

**\* Signatory Authority Title**

Chair, Board of County Commissioners

**\* Signatory Authority Phone Number**

(303) 660-7301

**\* Signatory Authority Email**

alaydon@douglas.co.us



**\* I certify that this person has full signatory authority in regard to all contracts and corresponding documents associated with agreements entered into by the applicant.**

**\* Type of back up documentation provided for signatory authority.**

Board Resolution

### Signatory and Back up Documentation for Signatory forms



**Backup documentation for signatory authority \*Required**

*\*\*No files uploaded*



**Download: [Signature Authority Form](#) \*Required**

*\*\*No files uploaded*

**\* Responsible Administrator First Name**

Steven

**\* Responsible Administrator Last Name**

Dodrill

**\* Responsible Administrator Title**

Community Program Administrator

**\* Responsible Administrator Address**

100 Third Street Castle Rock, CO 80104

**\* Responsible Administrator Email**

sdodrill@douglas.co.us

**\* Responsible Administrator Phone Number**

(303) 814-4317

**Other Key Staff First Name**

Melody

**Other Key Staff Last Name**

D'Haillecourt

**Other Key Staff Title**

Community Programs Coordinator

**Other Key Staff Address**

100 Third Street Castle Rock, CO 80104

**Other Key Staff Email**

mdhaillecourt@douglas.co.us

**Other Key Staff Phone Number**

(303) 814-4380

**\* Applicant unique entity identifier (UEI) Number (How to get a [UEI](#) Number)**

LXESXEA55AH6

**Date Current Unique Entity Identifier (UEI) Expires?**

Document upload: Certificate of Good Standing from the Colorado Secretary of State (No Appendix Form; Please Attach – Nonprofit agencies only)

- Go to [Colorado Secretary of State Business Database Search](#)
- Search Agency Legal Name
- Download Certificate of Good Standing form and attach to this submission

☐ Secretary of State Certificate of Good Standing (non profit only)

*\*\*No files uploaded*

Document upload: Applicant W-9 (Must match the legal name)

☒ Upload a current W-9 (signed within the last 14 days). Download IRS Form: [W-9](#) \*Required

Douglas County W-9 2025.pdf

\* Date W-9 signed

01/01/2025

\* Does the applicant have the ability to comply with the [State's Insurance Requirements](#), if awarded funds?

Yes

Are you requesting an insurance waiver based on DOH requirements?

No

\* Does the applicant have a current Negotiated Indirect Costs Rate Agreement (NICRA)?

No

\* Has the applicant elected to use the 15 percent de minimis indirect cost rate allowed under the Uniform Guidance on any grants the applicant has?

No



## Project Information

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Case Id: 34817

Name: Douglas County - 2025

Address: \*No Address Assigned

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### Project Information

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Please provide the following information.

\* **Project Name:** Housing Stability Program, HEART Street Outreach, Rapid Rehousing

\* **Project Location:** Douglas County, CO

☐

If there multi-address, list additional addresses

\* **Project County**

**Project Service Area, if not represented in Project County list**

\* **Project Colorado State [House District](#) Number:** 27

\* **Project Colorado State [Senate District](#) Number:** 22

**Which local CoC(s) does your organization fall within?**

☐

Balance of State Continuum of Care (CoC)

☒

X -Metro Denver Homeless initiative Continuum of Care (CoC)

☐

Northern Colorado Continuum of Care (CoC)

☐

Pikes Peak Continuum of Care (CoC)

\* **Does the applicant intend on serving as a pass through entity, passing grant funds along to other entities?**

## Project Overview

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Case Id: 34817

Name: Douglas County - 2025

Address: \*No Address Assigned

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### Project Overview

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Please provide the following information.

**\* Provide a brief narrative of the proposed project concept, including what the proposed project hopes to achieve through this request for funding.**

**Housing Stability Program:**

The objective of the Douglas County Housing Stability Program (HSP) is to support people at risk of losing their housing and to prevent homelessness. Program participants will have the opportunity to receive a variety of supportive services focused on maintaining stable housing. These services include housing assistance, housing navigation, career advancement, financial coaching, case management, domestic violence services, mental health support, and benefit navigation. The HSP anticipates 5-7 households will maintain their current housing for at least 90 days while partners provide additional resources necessary to ensure long-term stability.

**HEART Street Outreach:**

The Homeless Engagement Assistance and Resource Team (HEART) consists of civilian navigators who co-respond with law enforcement to assist unsheltered residents throughout Douglas County, CO. The HEART provides collaborative support to individuals and families experiencing homelessness through case management, by connecting clients to stabilization services and providing information on community-based resources. HEART Navigators conduct field-based assessments, have a thorough understanding of the homeless system of care, match appropriate services to identified needs, and help individuals obtain shelter and housing solutions of their choice. This funding request will provide approximately three months of gap funding to support HEART Navigator salaries and benefits. During this period, Navigators will connect an estimated 90 individuals experiencing homelessness to critical services aimed at achieving housing stability and self-sufficiency.

**Rapid Rehousing:**

The Douglas County Homeless Initiative (DCHI) has developed a Housing Plus Blueprint (Blueprint) that identifies the necessary components of a coordinated continuum of care for those who are unhoused and seek support of shelter and to obtain housing. DCHI has identified a gap in the continuum for rapid rehousing services. Douglas County (County) is seeking funding to start a new program that will provide these services, along with high fidelity case management to serve all of those in Douglas County, including the areas of Lone Tree, Highlands Ranch, Littleton, Larkspur, Castle Pines, Town of Castle Rock, Town of Parker, and unincorporated Douglas County. The objective will be to avoid homelessness when possible, through the HSP program, for residents who are in imminent risk. However, for those who do become unhoused this program will work to rehouse them within 90 days. This program will provide housing support to 5 to 7 households for up to 12 months.

**\* Describe how the project aligns with community goals, meets a need, fills a gap, or provides system improvement in the community. Provide local data.**

The DCHI adopts a collaborative, community-based approach to ensure that homelessness is infrequent, rare, and brief. The Blueprint serves as a comprehensive guide to addressing housing instability in Douglas County. This plan encompasses a range of services, including street outreach, emergency shelter, transitional and permanent housing, and supportive housing with integrated services. The Blueprint emphasizes accountability through case management, personal growth via education

and employment opportunities, and overall wellbeing by addressing behavioral, mental, physical, and social health needs. By providing a coordinated system of care, the Blueprint aims to prevent homelessness, rapidly rehouse those who become homeless, and support long-term housing stability and self-sufficiency.

The need for funding for homeless prevention services is strongly supported by the findings of the 2023 Community Needs Assessment. Among the 136 survey responses, housing assistance was identified as the most critical factor in achieving and maintaining self-sufficiency. Additionally, when respondents were asked, "In the last year, what have you had trouble paying for?" housing emerged as the top concern. Furthermore, when asked to rank the importance of various factors in providing safe and secure housing for low- and moderate-income residents, affordable housing was ranked as the highest priority by all respondents, with rental assistance closely following.

The HSP aligns with and builds upon the Blueprint established in Douglas County by providing short- to medium-term rental support, case management, connection to community resources, and housing stability services. These services are guided by the Blueprint, which identifies the need to support housing goals with accountability through case management, personal growth to address the unique needs of each person served, and wellbeing to support the behavioral, mental, physical, and social wellbeing of all. The goal of the program will be to reduce the inflow of people going into shelters by preventing homelessness when possible. The program intends to help 5-7 families prevent homelessness and improve their ability to be self-reliant. Douglas County successfully prevented the eviction of 7 households with the 2023 HRP funds awarded.

In 2022, the DCHI started the HEART to provide street outreach to those who are unsheltered in Douglas County. In 2024, HEART served 401 people, demonstrated a 46% engagement rate, and exited 33% of active participants into housing. The HEART also engaged in 1,344 proactive street outreach contacts and fielded an average of 126 phone calls a month during 2024. While the HEART has proved to be effective at reducing the number of unhoused in the community from 63 unsheltered in the summer of 2022 to 31 in the winter of 2025, there continues to be a great need for their services and support as they strive to make homelessness rare, brief, and infrequent in Douglas County.

The need for Rapid Rehousing funding in Douglas County is substantiated by recent data. The Winter 2025 Point-in-Time Count identified 25 individuals sleeping in vehicles and 6 were unsheltered in Douglas County. These figures underscore the importance of providing effective interventions to offer immediate and sustainable housing solutions. Rapid Rehousing funding will enable the County to offer short- to medium-term rental assistance, case management, and supportive services to help individuals and families quickly exit homelessness and achieve stable, permanent housing. In May 2025, the HEART Navigators enrolled 17 new clients and exited 25 clients from the program. In June 2025, 23 new clients were enrolled and another 25 were exited from the program. These figures reflect a relatively low rate of inflow into homelessness and demonstrate how Rapid Rehousing can accelerate outflow by facilitating timely transitions into stable housing.

Furthermore, Rapid Rehousing funding will support the county's efforts to build a coordinated system of care that addresses the unique needs of each person served. By aligning with the Blueprint established in Douglas County, Rapid Rehousing will fill a gap in services. Currently the County has access to limited emergency shelter and time limited housing resources. Adding rapid rehousing vouchers to the toolkit of services available in our community will provide additional, housing focused solutions, especially for those with low barrier to being rehoused. These opportunities do not currently exist in Douglas County.

**\* Describe the organization's experience, including**

- 1. the organization's experience receiving and managing federal, state, or other grant funds,**
- 2. the project's oversight and internal controls, such as policies, practices, and procedures to prevent waste, fraud, or abuse of funds, as well as how the organization self-monitors for compliance (e.g., how the organization avoids prohibited or unallowable activities); and**
- 3. how the organization holds itself accountable when non-compliance or ineffectiveness are identified or when complaints are brought forth (by participants, staff, or others).**

**1. Experience Receiving and Managing Grant Funds:** Douglas County has a well-established history of successfully managing a variety of federal, state, and local grants. The Community Services Department, consisting of eight dedicated staff members, administered numerous federal, state and local grants in 2024. These programs included rental assistance, a seven-unit supportive housing program, hotel vouchers, transportation programs, and in-home services for older residents. The County's extensive experience in managing these diverse programs demonstrates its capability to effectively utilize grant funds to meet community needs and achieve program goals.

**2. Project Oversight and Internal Controls:** Douglas County employs robust oversight and internal control mechanisms to ensure the proper management of grant funds and prevent waste, fraud, or abuse. The County has multiple levels of control to review program eligibility of recipients and the eligibility of expenses before authorizing payments. This includes the designation of spending authority based on role and division of responsibility, which helps to ensure against the misuse of funds. The County utilizes JD Edwards financial software to maintain fiscal responsibility and accuracy in financial reporting. Additionally, the County conducts an annual Single Audit with an outside entity. These practices reflect the County's commitment to maintaining high standards of accountability and transparency in managing grant funds.

**3. Accountability and Compliance:** Douglas County holds itself accountable through a comprehensive system of self-monitoring and compliance checks. The County has established policies, practices, and procedures to avoid prohibited or unallowable activities. When non-compliance or ineffectiveness is identified, or when complaints are brought forth by participants, staff, or others, the County takes prompt and appropriate action to address the issues. The County has a Title VI administrator who is responsible for responding to any complaints regarding civil rights concerns. This role ensures that all complaints are handled in accordance with federal and state regulations, and that corrective actions are implemented as necessary. By maintaining a proactive approach to accountability and compliance, Douglas County ensures the effective and ethical use of grant funds to benefit the community.

**\* What other DOH or state funding does your agency currently utilize to address homelessness?**

Douglas County leverages a variety of funding sources to address homelessness, ensuring a comprehensive and multifaceted approach to this critical issue. The following are key funding sources currently utilized:

Community Services Block Grant (CSBG): By utilizing CSBG funds, Douglas County offers transitional housing and case management that help individuals and families achieve self-sufficiency and stability.

Transformational Homeless Response (THR) Grant: This grants currently supports street outreach by supplementing funding for the salaries of the HEART staff and provides hotel vouchers that help bridge access to more permanent or temporary housing solutions.

**\* Will the project serve victims of domestic violence? (Yes or no): Yes**

**\* What additional support (new user licenses, technical assistance, etc.) will the applicant need if awarded funds?**

None at this time

## Available Activity Types

Last modified by mdhaillecourt@douglas.co.us on 7/24/2025 9:56 AM

Case Id: 34817

Name: Douglas County - 2025

Address: \*No Address Assigned

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### Available Activity Types

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Please provide the following information.

**\* Please select one or more of the following Activity Types.**

- ☒ Street Outreach
- ☐ Emergency Shelter
- ☒ Homelessness Prevention
- ☒ Rapid-Rehousing
- ☐ Bridge Housing
- ☐ Formerly Incarcerated People (FIP)
- ☐ Homeless Management Information System (HMIS) or the DOH-approved Comparable Database (for Victim Service Providers)

### Street Outreach

**\* Project Description:** Briefly describe your project, including whether it is new or existing, its location, main activities, goals, and target population. Include any innovative approaches you plan to use to address the needs of your participants. Then, provide an overview of the activity-specific component of the project, including details that are unique to this activity (e.g., geographic focus, eligibility criteria, or design features that differ from the general project overview).

**Project Overview:** The HEART is an existing initiative launched in September of 2022 aimed at addressing homelessness in Douglas County through a collaborative, community-based approach. The project operates throughout the county, including areas such as Littleton, Highlands Ranch, Parker, Lone Tree, and Castle Rock. HEART's main activities include street outreach, case management, and connecting clients to stabilization services and community-based resources. The primary goal is to make homelessness rare, brief, and non-recurring by achieving functional zero, where the number of people exiting homelessness to housing solutions exceeds the inflow of people becoming homeless. Douglas County was the first Built for Zero participant to reach functional zero for the Veteran population in metro Denver.

**Innovative Approaches:** HEART employs innovative approaches by pairing a civilian navigator with law enforcement, modeled after the successful Crisis Response Team (CRT) in Douglas County. This co-responder model ensures that unsheltered residents receive comprehensive support from both law enforcement and social services. The navigator

conducts field-based assessments, understands the homeless system of care, matches appropriate services to identified needs, and helps individuals obtain shelter and housing solutions of their choosing. This approach fosters a personalized and effective response to homelessness.

In April 2025, Douglas County launched the Coordinated Services Matching (CSM) collaboration, a strategic initiative designed to address housing instability by bringing together a variety of local, community based partners. This collaboration meets weekly, leveraging the collective expertise and resources of its members to match needed services and housing solutions to individuals and families experiencing housing instability. CSM partners include local non-profits, the local workforce center, housing partnership, the VA, Douglas County School District, and a local domestic violence services provider. By working together, agencies can expedite access to the most effective resources, ensuring that households receive timely, housing focused support. This coordinated approach enhances the efficiency and effectiveness of service delivery, ultimately improving housing outcomes for those in need.

**Activity-Specific Component:** The HEART program actively engages with unsheltered individuals and those living in encampments and vehicles, offering critical resources and support to address immediate and long-term needs. HEART Navigators connect clients to a broad range of services, including access to public benefits, employment assistance, food, mental health services, transportation, and other basic necessities. The program also provides housing support through OneHome's Coordinated Entry Assessments, Family Tree's GOALS Emergency Shelter Program, and the Douglas County Cares Program. When appropriate, HEART may utilize motel vouchers as a temporary intervention while working to secure stable housing, facilitate family reunification, or connect clients to other housing-focused services.

By leveraging these innovative approaches and focusing on comprehensive, community-based support, HEART has significantly reduced homelessness in the County and will work to continue to improve the lives of individuals and families experiencing housing instability.

**\* Service Provider Capacity: Please describe your organization's experience providing these services. Highlight any relevant outcomes or success stories. Explain how you tailor services to your target population and describe any partnerships or coordination with other service providers or agencies.**

Since January 2025, Douglas County has maintained a By-Name List (BNL) for all populations experiencing homelessness. Building on the success of the Veteran BNL, the County hosts weekly case conferencing sessions with community partners and service providers to explore individualized housing solutions.

The HEART plays a central role in this effort by conducting assessments to understand each person's unique needs, vulnerabilities, and barriers. Based on these assessments, HEART offers targeted case management and referrals to essential services such as assistance with vital documents, healthcare, mental health and substance use treatment, employment support, and housing navigation.

To address immediate shelter needs, HEART may provide emergency hotel vouchers as a short-term solution, offering safety and stability while more permanent housing is identified. This approach helps stabilize individuals in crisis and lays the groundwork for long-term housing planning and engagement with supportive services.

Douglas County is committed to delivering consistent, coordinated support from first contact through housing placement. Housing-focused referrals are made through programs such as OneHome's Coordinated Entry, Family Tree's GOALS Emergency Shelter, and the Douglas County Cares Program.

HEART Navigators assisted a male who was being evicted from his home. The Navigator was able to determine through his assessment that the male was a Veteran who was not registered with the VA for services. He was enrolled onto the Veteran By Name List and began working with the client. After months of working with community and regional partners, the client was able to obtain permanent housing in Douglas County through Supportive Services for Veteran Families. The client

continues to engage with his case manager and is thriving in his new home.

**\* Staffing Plan: Outline your staffing structure, including case management ratios, staff roles, qualifications, and training plans. Describe your supervisory structure and how staff are supported and held accountable. Include the staff protocol for engaging with participants, including any training or other approaches.**

The HEART consists of four navigators and one supervisor who co-respond with law enforcement to conduct street outreach seven days a week between 6:00 a.m. and 8:00 p.m. This collaborative approach allows the team to safely and effectively reach the most vulnerable individuals experiencing unsheltered homelessness throughout the county.

HEART Navigators respond daily to referrals and requests for support, providing consistent follow-up and ongoing engagement for individuals enrolled in the County's Street Outreach Program within the Homeless Management Information System (HMIS).

HEART Navigators use evidence-based practices including motivational interviewing, person-centered approaches, trauma-informed care, harm reduction, and equity-based principles. These tools help build trust and rapport, laying the foundation for compassionate, relationship-driven connections. Through this engagement, navigators are able to provide warm hand-offs to local nonprofit partners for emergency services such as shelter, food, and water while also working toward long-term, individualized housing solutions.

Navigators bring subject matter expertise, with backgrounds in behavioral health, mental health, probation, adult protection, human services, day shelter operations, housing, and street outreach. They are trained in motivational interviewing, integral care, negotiation, self-defense, and equity, with additional access to training in first aid, CPR, mental health first aid, verbal de-escalation, and diversity, equity, and inclusion. All County employees complete annual ethics training.

Accountability is maintained through weekly case conferencing meetings to ensure continuity of care. Additional support is provided by the Community Services Department, which offers training, case management resources, and community engagement through the Community of Care Network.

The County is committed to nondiscrimination and does not exclude, deny benefits to, or otherwise discriminate based on race, ethnicity, color, national origin, disability, gender, veteran status, political beliefs, religion, sexual orientation, or age in any program or service, whether administered directly or through a partner agency.



**\* Housing Navigation: Explain how housing placement and stabilization will be approached for participants in this activity, especially if different from your general housing navigation strategy. Include how the project will engage Coordinated Entry systems, landlords, Continuum of Care, and other community resources to assist participants in accessing resources and securing decent, safe, and affordable rental housing.**

HEART uses HMIS and the Coordinated Entry System, OneHome, to access current resources and enhance community engagement. These efforts align with Metro Denver’s regional approach and support the Built for Zero initiative, which aims to make homelessness rare, brief, and non-recurring. Through targeted case management and partnerships with local non-profits, HEART connects individuals and families to emergency shelter, food, water, and long-term housing solutions.

Douglas County currently has access to a limited number of scattered-site transitional housing units and has collaborated with Family Tree and Arapahoe County to expand the Generational Opportunities to Achieve Long-Term Success (GOALS) program. In addition, the County is seeking to secure funding for a rapid re-housing program that includes supportive services to help individuals maintain stable housing. Combined with funding for outreach and motel vouchers, these strategies offer a comprehensive continuum of care from street outreach to permanent housing to address homelessness both locally and across the region.

**\* Safety and Security: Describe the safety and security measures planned for the project, including on-site security, staffing protocols, technology, and design elements that promote participant safety. Explain how these measures relate to overall program operations and support a safe environment.**

The HEART collaborates closely with local law enforcement to support unsheltered individuals and those living in encampments across the County. The team is composed of four civilian navigators; each partnered with a law enforcement officer to provide direct outreach to individuals experiencing homelessness. This partnership enhances both safety and access to critical resources.

HEART Navigators are trained in HMIS to safeguard client confidentiality and ensure proper Releases of Information are obtained. This commitment to privacy and ethical engagement helps rebuild trust with individuals who may have had negative experiences with systems in the past.

By meeting people where they are rather than waiting for them to seek help, HEART fosters stronger connections and more responsive care, making this proactive model a key component in addressing homelessness throughout the County.

**\* Low Barrier Access: Provide activity-specific details on access to the program, including hours of operation, eligibility considerations, and participant experience. Include an example if it helps illustrate distinct elements of this activity.**

Participants can access HEART services through multiple entry points embracing a “no wrong door” approach. Referrals come through various channels including phone calls, text messages, signage in the community, social media outreach, and connections with local food banks. The program is open to anyone experiencing homelessness, including Veterans, individuals facing systemic disadvantages, families, and other underserved populations.

One example of HEART’s impact involves a 71-year-old man referred by the Castle Rock Police Department. After learning he had been living in his car for over a year, HEART stepped in to assess his situation. The client had spent most of his adult life incarcerated and had been waiting 18 months for subsidized housing. A HEART Navigator collaborated with nonprofit and



faith-based partners to secure temporary shelter until his permanent housing became available in late October. Once housed, he was connected to multiple service providers that supported long-term stability and self-sufficiency.

**\* Funding Request.** Please provide a detailed overview of your proposed budget. In the description box below, include:

- 1. Planned activities
- 2. Associated expenses
- 3. An explanation of how each cost was calculated (e.g., staff time, supplies, etc.)

Street Outreach Project Budget	
Project Income	
HRP Grant	\$ 95,918
Medicaid Fund Match	\$ 95,918
Total	\$ 191,836
Project Expense	
HEART Salary & Benefits	\$ 95,918
Medicaid Fund Match	\$ 95,918
Total	\$ 191,836

**1. Planned Activities:** The HEART will continue its street outreach efforts to engage with unsheltered individuals throughout Douglas County. The primary activities include conducting field-based assessments, providing case management, connecting clients to stabilization services, and offering information on community-based resources. The HEART, consisting of a civilian navigator and law enforcement, will work collaboratively to ensure that individuals experiencing homelessness receive comprehensive support and assistance in obtaining shelter and housing solutions.

**2. Associated Expenses:** The requested HRP funds will be allocated to cover the salaries and benefits of HEART staff for three months. The funds will ensure that the HEART can continue to operate effectively and provide essential services to the target population.

**3. Explanation of Costs:**  
*Staff Salaries:* Douglas County has secured funding through various grants for HEART salaries through 2026. However, this funding request seeks \$95,918 to cover a three-month gap in salaries and benefits for HEART Navigator staff from January through March 2027. This amount reflects the prorated cost of five full-time civilian Navigators, inclusive of salaries and benefits. These staff members are fully dedicated to the HEART program, playing a vital role in conducting street outreach and providing individualized case management services that connect unsheltered individuals to critical resources and pathways to housing stability.

*Medicaid Funding Match:* In addition to the HRP funds, the County plans to match this amount with Medicaid funding. This match will further support the salaries of the HEART staff, ensuring that the program has the necessary financial resources to maintain its operations and continue delivering high-quality services to individuals experiencing homelessness.

**\* Population Served** (Select at least one from below)

- ☐ Family
- ☐ Justice-Involved
- ☐ Senior

- ☐ Veterans
- ☐ Chronically Homeless
- ☐ Persons with HIV/AIDS
- ☐ Special Needs
- ☐ Youth
- ☐ Domestic Violence
- ☐ Adults
- ☐ LGBTQ+
- ☒ General (any type)

## Homelessness Prevention

**\* Project Description:** Briefly describe your project, including whether it is new or existing, its location, main activities, goals, and target population. Include any innovative approaches you plan to use to address the needs of your participants. Then, provide an overview of the activity-specific component of the project, including details that are unique to this activity (e.g., geographic focus, eligibility criteria, or design features that differ from the general project overview).

**Overview:** The HSP is an existing initiative that has been successfully operating in Douglas County for a year and a half. The program is designed to prevent homelessness by providing short- to medium-term rental support, case management, connection to community resources, and housing stability services. The HSP aligns with and builds upon the Housing Plus Blueprint established in Douglas County, which emphasizes accountability, personal growth, and overall wellbeing.

**Main Activities:** The primary activities of the HSP include:

- **Rental Support:** Providing financial assistance for rent to prevent eviction and stabilize housing.
- **Case Management:** Offering personalized case management to address the unique needs of each participant, including budgeting, employment assistance, and connection to community resources.
- **Community Resources:** Facilitating access to a wide range of community-based services that support housing stability and self-sufficiency.

**Goals:** The goals of the HSP are to:

- Reduce the inflow of individuals and families into shelters by preventing homelessness whenever possible.
- Address gaps in the coordinated system of care within the county.
- Help 5-7 families prevent homelessness and improve their ability to be self-reliant.

**Target Population:** The HSP serves individuals and families experiencing housing instability throughout Douglas County, including areas such as Littleton, Highlands Ranch, Parker, Lone Tree, and Castle Rock. The program targets those at imminent risk of homelessness, ensuring they receive the necessary support to maintain stable housing. The program partners with the Crisis Center to offer services to those who have experienced domestic violence.

**Innovative Approaches:** The HSP employs several innovative approaches to address the needs of its participants:

- **Coordinated Services Matching (CSM):** Launched in April 2025, this collaboration brings together various agencies to match needed services and housing solutions to those experiencing housing instability. The collaboration meets three times a month to expedite access to effective resources.
- **Personalized Case Management:** Tailoring support to the individual needs of each participant, ensuring that services are relevant and effective.
- **Comprehensive Support:** Addressing not only housing needs but also behavioral, mental, physical, and social health needs to promote overall wellbeing.

**Activity-Specific Component:** The HSP focuses on providing short- to medium-term rental support and case management as its core activities. The geographic focus includes all areas of Douglas County, ensuring comprehensive coverage. Eligibility criteria for the program include being at imminent risk of homelessness, which allows the HSP to target the most vulnerable populations. The design features of the HSP, such as the CSM and personalized case management, differentiate it from other initiatives and enhance its effectiveness in preventing homelessness.

By leveraging these innovative approaches and focusing on comprehensive, community-based support, the HSP aims to reduce homelessness in Douglas County and improve the lives of individuals and families experiencing housing instability.

**\* Service Provider Capacity:** Please describe your organization's experience providing these services. Highlight any

**relevant outcomes or success stories. Explain how you tailor services to your target population and describe any partnerships or coordination with other service providers or agencies.**

**Organization's Experience:** Douglas County has extensive experience in providing services aimed at preventing homelessness and supporting housing stability. The HSP has been successfully operating for a year and a half, demonstrating the County's capability to manage and deliver effective housing support services. In 2024, the HSP helped 7 families avoid homelessness and access needed resources, showcasing the program's impact and effectiveness.

**Relevant Outcomes and Success Stories:** The HSP has achieved significant outcomes since its inception. To date, the program has:

- Helped 5 households obtain or advance their employment situation, thereby improving their financial stability and self-sufficiency.
- Assisted 1 household in obtaining reliable transportation, which is crucial for maintaining employment and accessing essential services.
- Supported 3 households in improving their financial well-being through personalized case management and financial education.

These success stories highlight the program's ability to address the diverse needs of its participants and support them in achieving long-term stability.

**Partnerships and Coordination:** Douglas County has established a Memorandum of Understanding (MOU) with local partners committed to providing services and collaborating on the development and implementation of the HSP. These partners include local non-profits, the local workforce center, housing partnership, Douglas County School District, the VA, and a local domestic violence services provider. The MOU outlines the nature of the collaboration and the services offered by each partner, ensuring a coordinated and comprehensive approach to addressing homelessness and housing instability.

By leveraging these partnerships and coordinating efforts, the HSP can provide a wide range of services and support to its participants, enhancing the program's overall effectiveness and impact. The collaborative approach ensures that individuals and families receive the comprehensive support they need to achieve housing stability and self-sufficiency.

**\* Staffing Plan: Outline your staffing structure, including case management ratios, staff roles, qualifications, and training plans. Describe your supervisory structure and how staff are supported and held accountable. Include the staff protocol for engaging with participants, including any training or other approaches.**

**Staffing Structure:** Douglas County will utilize two staff members to oversee the administration, reporting, and implementation of the HRP funding. The HSP will be supported by two primary agencies that provide case management and resource navigation. These agencies collectively employ nine case managers, ensuring ample support for the projected number of families to be served by the program.

**Case Management Ratios:** With nine case managers available, the program can maintain a manageable case management ratio, allowing for personalized and effective support for each participant. This structure ensures that case managers can dedicate sufficient time and resources to address the unique needs of each household.

**Staff Roles and Qualifications:** The case managers employed by the partnering agencies have received substantial training to equip them with the necessary skills and knowledge. Some of their trainings include:

- **Integral Care:** A strengths-based approach to case management administered by Douglas County staff. This training is offered twice a year and provides frameworks that empower individuals to overcome complex challenges and achieve transformation.
- **Motivational Interviewing:** A technique that enhances case managers' ability to engage with participants, build rapport, and motivate them towards positive change.
- **Colorado Family Support Assessment 2.0 Certification:** Ensures that case managers are proficient in

administering this comprehensive assessment tool to identify and address the needs of families.

**Training Plans:** Ongoing training and professional development are integral to maintaining high standards of service delivery. Case managers participate in regular training sessions, including updates on best practices, new methodologies, and emerging trends in case management.

**Supervisory Structure:** County staff are responsible for ensuring that case managers at partner agencies adhere to program protocols, maintain high standards of service, achieve program goals, and maintain fidelity of care. Staff review case notes, documentation, and regularly connect with case managers to ensure program guidance is adhered to and quality service is provided.

**Staff Protocol for Engaging with Participants:** Case managers follow a structured protocol for engaging with participants, which includes:

- **Initial Assessment:** Conducting comprehensive assessments to understand the needs and circumstances of each participant.
- **Personalized Case Plans:** Developing individualized case plans that outline goals, strategies, and resources tailored to each participant's needs.
- **Regular Follow-Ups:** Maintaining regular contact with participants to monitor progress, provide support, and adjust case plans as needed.
- **Resource Navigation:** Connecting participants to community resources, services, and support networks to address their needs holistically.

By maintaining a well-structured staffing plan, providing comprehensive training, and ensuring robust oversight and accountability, the County is well equipped to deliver effective and impactful services through the HSP.

**\* Housing Navigation: Explain how housing placement and stabilization will be approached for participants in this activity, especially if different from your general housing navigation strategy. Include how the project will engage Coordinated Entry systems, landlords, Continuum of Care, and other community resources to assist participants in accessing resources and securing decent, safe, and affordable rental housing.**

**Coordinated Service Matching:** By utilizing a By-Name List (BNL), the program ensures that those most in need are promptly connected to available resources. Weekly case conferencing through the Coordinated Services Matching collaboration allows for regular updates and coordination among service providers, ensuring that participants receive timely and appropriate support.

**Landlord Engagement:** When necessary, county staff will collaborate with landlords to advocate on behalf of clients. This includes providing written commitments to pay, which allows additional time to process assistance requests and ensures that clients can maintain their housing. By fostering positive relationships with landlords and offering clear communication and assurances, the county enhances its ability to support clients effectively and prevent homelessness.

**\* Safety and Security: Describe the safety and security measures planned for the project, including on-site security, staffing protocols, technology, and design elements that promote participant safety. Explain how these measures relate to overall program operations and support a safe environment.**

Douglas County has a proven track record of effectively managing a wide range of federal, state, and local grants. In 2024, the Community Services Team, comprising eight dedicated staff members, successfully administered various programs. These programs included rental assistance, a seven-unit supportive housing initiative, hotel vouchers, transportation services, and in-home support for older residents.

To ensure the proper management of funds, the County has implemented multiple levels of control. This includes thorough reviews of recipient eligibility and expense eligibility before authorizing payments. The County designates spending authority

based on roles and maintains a division of responsibility to prevent the misuse of funds.

For financial management, the County utilizes JD Edwards financial software, which ensures fiscal responsibility and accuracy. Additionally, the County conducts an annual Single Audit, and all programs are regularly monitored by state and federal agencies.

Furthermore, the County has a Title VI administrator who is responsible for addressing any complaints related to civil rights concerns. This role ensures that all participants are treated fairly and that any issues are promptly and appropriately resolved.

By maintaining these robust systems and practices, Douglas County demonstrates its capability to manage grant funds effectively and responsibly, ensuring that resources are used to achieve the intended outcomes and benefit the community.

**\* Low Barrier Access: Provide activity-specific details on access to the program, including hours of operation, eligibility considerations, and participant experience. Include an example if it helps illustrate distinct elements of this activity.**

**Access to the Program:** The HSP is designed to be as low barrier as possible, ensuring that individuals and families in need can access services quickly and efficiently. The program adheres to the baseline HRP guidance for eligibility and maintains an expedited assessment process to provide eviction prevention payments in a timely manner.

In one instance, the HSP was notified of a client's situation with only three days remaining before the client was to be removed from their home. The program swiftly assessed the client, determined eligibility, gathered all required documents, and issued a check in less than 48 hours. If the program is unable to produce a check within the needed timeframe, staff work with landlords to extend timelines or provide a promise to pay, ensuring that clients receive the necessary support to prevent eviction.

**\* Funding Request. Please provide a detailed overview of your proposed budget. In the description box below, include:**

- 1. Planned activities
- 2. Associated expenses
- 3. An explanation of how each cost was calculated (e.g., staff time, supplies, etc.)

Homeless Prevention Project Budget	
Project Income	
HRP Grant	\$ 40,000
CSBG Match	\$ 17,000
In-Kind Staff Administration	\$ 3,000
Total	\$ 60,000
Project Expense	
Rent Assistance	\$ 52,000
Supportive Services	\$ 5,000
In-Kind Staff Administration	\$ 3,000
Total	\$ 60,000

The HSP request of \$40,000 will be supported by a CSBG match of \$17,000 and an in-kind staff administration of \$3,000. HSP will allocate the majority of its funding, totaling \$52,000, towards rental assistance. An additional \$5,000 will be

dedicated to supportive services provided through case management. Case management services will be reimbursed at a rate of \$35 per hour. The HSP has budgeted approximately \$12,000 per household to cover both rent assistance and supportive services, ensuring comprehensive support for each participating household.

\* Population Served (Select at least one from below)

☐ Family

- ☐ Justice-Involved
- ☐ Senior
- ☐ Veterans
- ☐ Chronically Homeless
- ☐ Persons with HIV/AIDS
- ☐ Special Needs
- ☐ Youth
- ☐ Domestic Violence
- ☐ Adults
- ☐ LGBTQ+
- ☒ General (any type)

## Rapid Re-Housing

**\* Project Description:** Briefly describe your project, including whether it is new or existing, its location, main activities, goals, and target population. Include any innovative approaches you plan to use to address the needs of your participants. Then, provide an overview of the activity-specific component of the project, including details that are unique to this activity (e.g., geographic focus, eligibility criteria, or design features that differ from the general project overview).

Douglas County does not currently operate a Rapid Rehousing Program. However, the County has extensive experience in providing similar services, such as rental assistance, case management, and transitional housing through the HSP, Pathways and DC Cares programs.

**Pathways Program:** During the pandemic, the Pathways program utilized federal funds to offer rent assistance and case management through community-based partners. This initiative supported 1,200 households facing eviction and the risk of homelessness. To ensure housing stability, additional case management services were provided to unemployed residents, resulting in an 86% success rate in supporting employment outcomes.

**DC Cares Program:** Operating since 2015, DC Cares serves 15-25 households annually. It provides case management, rent assistance, and transitional housing for up to one year for those experiencing homelessness. Since 2020, this program has successfully helped 57% of participants achieve a score of stable or better on 80% of the CFSA domains, denoting a great improvement in self-sufficiency.

Both projects were developed using a Theory of Transformation framework, which builds trust, motivation, application, and hope while simultaneously enhancing stability, capacity, capabilities, and opportunities for each person served. The Integral Care model addresses the whole person (or family), linking a unique bundle of services to achieve transformational outcomes. The Housing Plus Blueprint draws from this model, recognizing the effectiveness of combining case management, personal development, and wellbeing services with stable housing.

Staff will model the Rapid Rehousing Program based on the successful frameworks of the HSP, Pathways, and DC Cares programs. By leveraging the Theory of Transformation and Integral Care models, the aim is to provide comprehensive support that includes case management, personal development, and wellbeing services alongside stable housing. Potential clients will



be identified through the HEART team and community partners, ensuring that those most in need receive timely and effective assistance.

By providing timely financial assistance and support services, the Rapid Rehousing program will help reduce the duration of homelessness and improve the chances of long-term housing stability. This approach not only benefits the individuals and families directly affected but also contributes to the overall well-being of the community by reducing the strain on emergency shelters and other social services.

**\* Service Provider Capacity: Please describe your organization's experience providing these services. Highlight any relevant outcomes or success stories. Explain how you tailor services to your target population and describe any partnerships or coordination with other service providers or agencies.**

Douglas County staff has extensive experience with administering similar services through programs like DC Cares, Pathways, and the HSP. Upon entry into the DC Cares program, 76% (17 out of 20) of participants were identified as unstable in at least four categories according to the Colorado Family Support Assessment (CFSA). By the time of exit, this number had significantly decreased, with only 43% (6 out of 14) of participants scoring unstable in at least four categories.

Community partners identified a college student attending Arapahoe Community College who was living out of her car due to a toxic home environment and health issues that prevented her from seeking shelter. Despite holding three part-time jobs, she struggled to find stable housing. Through the DC Cares program, she was provided with transitional housing enabling her to better address her health challenges, focus on completing her education, and advancing her career. Her goals included growing her savings, reducing stress, paying bills, securing housing opportunities, and eventually giving back to the community. This support has been instrumental in helping her achieve stability and work towards her aspirations.

**\* Staffing Plan: Outline your staffing structure, including case management ratios, staff roles, qualifications, and training plans. Describe your supervisory structure and how staff are supported and held accountable. Include the staff protocol for engaging with participants, including any training or other approaches.**

**Staffing Structure:** Douglas County will utilize two staff members to oversee the administration, reporting, and implementation of the HRP funding. The HSP will be supported by two primary agencies that provide case management and resource navigation. These agencies collectively employ nine case managers, ensuring ample support for the projected number of families to be served by the program.

**Case Management Ratios:** With nine case managers available, the program can maintain a manageable case management ratio, allowing for personalized and effective support for each participant. This structure ensures that case managers can dedicate sufficient time and resources to address the unique needs of each household.

**Staff Roles and Qualifications:** The case managers employed by the partnering agencies have received substantial training to equip them with the necessary skills and knowledge. Some of their trainings include:

- **Integral Care:** A strengths-based approach to case management administered by Douglas County staff. This training is offered twice a year and provides frameworks that empower individuals to overcome complex challenges and achieve transformation.
- **Motivational Interviewing:** A technique that enhances case managers' ability to engage with participants, build rapport, and motivate them towards positive change.
- **Colorado Family Support Assessment 2.0 Certification:** Ensures that case managers are proficient in administering this comprehensive assessment tool to identify and address the needs of families.

**Training Plans:** Ongoing training and professional development are integral to maintaining high standards of service delivery. Case managers participate in regular training sessions, including updates on best practices, new methodologies, and emerging trends in case management.

**Supervisory Structure:** County staff are responsible for ensuring that case managers adhere to program protocols, maintain high standards of service, achieve program goals, and maintain fidelity of care. Staff reviews case notes, documentation, and regularly connect with case managers to ensure program guidance is adhered to and quality service is provided.

**Staff Protocol for Engaging with Participants:** Case managers follow a structured protocol for engaging with participants, which includes:

- **Initial Assessment:** Conducting comprehensive assessments to understand the needs and circumstances of each participant.
- **Personalized Case Plans:** Developing individualized case plans that outline goals, strategies, and resources tailored to each participant's needs.
- **Regular Follow-Ups:** Maintaining regular contact with participants to monitor progress, provide support, and adjust case plans as needed.
- **Resource Navigation:** Connecting participants to community resources, services, and support networks to address their needs holistically.

By maintaining a well-structured staffing plan, providing comprehensive training, and ensuring robust oversight and accountability, Douglas County is well equipped to deliver effective and impactful services through the HSP.

**\* Housing Navigation:** Explain how housing placement and stabilization will be approached for participants in this activity, especially if different from your general housing navigation strategy. Include how the project will engage Coordinated Entry systems, landlords, Continuum of Care, and other community resources to assist participants in accessing resources and securing decent, safe, and affordable rental housing.

### **Referral and Intake Process**

The majority of referrals for this program are anticipated to come from the HEART Navigators and community partners. Once identified, households will be added to the BNL and case conferenced with the CSM team to match them with appropriate services. Those matched to the Rapid Rehousing Program will be referred to a partner organization to perform an intake and begin the process of obtaining suitable housing.

### **Case Management and Support**

Case managers will help participants identify housing solutions, complete applications, and address barriers to long-term stability. Upon obtaining housing, case managers will continue to work with participants to develop a support structure and plan that fosters greater self-sufficiency. This ongoing support will include regular check-ins, goal setting, and connecting participants with additional services as needed. The County will work with the Douglas County Housing Partnership to identify and secure suitable housing opportunities for each household.

### **Outcome Monitoring and Evaluation**

A monitoring and evaluation process will be implemented to track the progress of participants and the effectiveness of the housing navigation strategy through HMIS and through a community shared data system (empowOR). Services and outcomes tracked by our partners in empowOR will be translated by County staff into HMIS to ensure accurate tracking on both systems. The CFSA will be utilized to evaluate progress towards self-sufficiency and identify areas of need. This will involve collecting data on housing stability, employment outcomes, and overall wellbeing. By continuously assessing the approach, necessary adjustments can be made to improve outcomes and ensure the success of the Rapid Rehousing Program.

**\* Safety and Security: Describe the safety and security measures planned for the project, including on-site security, staffing protocols, technology, and design elements that promote participant safety. Explain how these measures relate to overall program operations and support a safe environment.**

Douglas County has a proven track record of effectively managing a wide range of federal, state, and local grants. In 2024, the Community Services Team, comprising eight dedicated staff members, successfully administered various programs. These programs included rental assistance, a seven-unit supportive housing initiative, hotel vouchers, transportation services, and in-home support for older residents.

To ensure the proper management of funds, the County has implemented multiple levels of control. This includes thorough reviews of recipient eligibility and expense eligibility before authorizing payments. The County designates spending authority based on roles and maintains a division of responsibility to prevent the misuse of funds.

For financial management, the County utilizes JD Edwards financial software, which ensures fiscal responsibility and accuracy. Additionally, the County conducts an annual Single Audit, and all programs are regularly monitored by state and federal agencies.

Furthermore, the County has a Title VI administrator who is responsible for addressing any complaints related to civil rights concerns. This role ensures that all participants are treated fairly and that any issues are promptly and appropriately resolved.

By maintaining these robust systems and practices, Douglas County demonstrates its capability to manage grant funds effectively and responsibly, ensuring that resources are used to achieve the intended outcomes and benefit the community.

**\* Low Barrier Access:** Provide activity-specific details on access to the program, including hours of operation, eligibility considerations, and participant experience. Include an example if it helps illustrate distinct elements of this activity.

**Access to the Program:** The Rapid Rehousing Program will be designed to be as low barrier as possible, ensuring that individuals and families experiencing homelessness can access services quickly and efficiently. The program will adhere to the baseline HRP guidance, which includes:

1. **Homeless Status:** The household must be currently homeless or at imminent risk of homelessness.
2. **Income Level:** At or below 30% of the area median income (AMI).
3. **Willingness to Participate:** The household must be willing to engage in case management and other supportive services aimed at achieving housing stability.
4. **Lack of Resources:** Lacks sufficient resources and support networks necessary to retain housing without HRP assistance.

The program will maintain an expedited assessment process to provide housing placement and stabilization services in a timely manner.

**Hours of Operation:** To better serve the community, the HEART has extended weekend and evening hours. This allows us to identify and coordinate services for those who are unhoused, ensuring that support is available when it is most needed.

**Eligibility Considerations:** The program is open to individuals and families who are currently experiencing homelessness or are at imminent risk of becoming homeless. Priority will be given to those with the greatest need, ensuring that resources are directed towards those who will benefit the most from available services.

**Participant Experience:** Participants in the Rapid Rehousing Program will undergo a streamlined intake process, facilitated by program partner. Case managers will work closely with participants to identify suitable housing solutions, complete necessary applications, and address any barriers to long-term stability. Once housing is secured, case managers will continue to provide support, helping participants develop a plan for achieving greater self-sufficiency.

**\* Funding Request.** Please provide a detailed overview of your proposed budget. In the description box below, include:

1. Planned activities
2. Associated expenses
3. An explanation of how each cost was calculated (e.g., staff time, supplies, etc.)

Rapid Rehousing Project Budget	
<b>Project Income</b>	
HRP Grant	\$ 125,000
CSBG Match	\$ 18,000
In-Kind Staff Administration	\$ 7,000
<b>Total</b>	<b>\$ 150,000</b>
<b>Project Expense</b>	
Rent Assistance	\$ 137,000
Supportive Services	\$ 6,000
In-Kind Staff Administration	\$ 7,000
<b>Total</b>	<b>\$ 150,000</b>

The Rapid Rehousing Program request of \$125,000 will be supported by a CSBG match of \$18,000 and an in-kind staff administration contribution of \$7,000. The in-kind staff match will cover the time dedicated to administering the

program, amounting to approximately 163 hours at a rate of \$43.00 per hour, equating to about 14 hours per month. The program will allocate the majority of its funding, totaling \$137,000, towards rental assistance. An additional \$6,000 will be dedicated to supportive services provided through case management. Case management services will be reimbursed at a rate of \$35 per hour. The program budgeted approximately \$27,800 per household to cover a security deposit, rent assistance for 12 month, and supportive services, ensuring comprehensive support for each participating household. This will allow us to serve 5-7 households. These figures are based on the local fair market rent for a 2-bedroom unit of \$2,140.

\* Population Served (Select at least one from below)

- ☐ Family
- ☐ Justice-Involved
- ☐ Senior
- ☐ Veterans
- ☐ Chronically Homeless
- ☐ Persons with HIV/AIDS
- ☐ Special Needs
- ☐ Youth
- ☐ Domestic Violence
- ☐ Adults
- ☐ LGBTQ+
- ☒ General (any type)

#### **Administrative Activities**

For projects funded under HUD ESG, administrative costs related to the planning and execution of Homelessness Resolution activities will be awarded ESG administrative funding if the grantee is a unit of general purpose local government. This does not include staff costs directly associated with eligible program activities, which should be budgeted within the activity itself. Requests for administrative funding must be reasonable, and may not exceed 7.5% of the applicant's total Homelessness Resolution request.

## Reflection on Past Performance

*Last modified by mdhaillecourt@douglas.co.us on 7/24/2025 9:50 AM*

**Case Id:** 34817

**Name:** Douglas County - 2025

**Address:** \*No Address Assigned

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### Reflection on Past Performance

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Please provide the following information.

**\* Are you a new Homelessness Resolution Program (HRP) recipient?**

No

**How many years has your organization utilized Homelessness Resolution Program (HRP) funding from Division of Housing (DOH)?** 1.5

**Measure: How many participants have you served the past grant cycle?** In the current HRP 24 grant cycle 7 households have been served.

**Budget Utilization: What percentage of your agreement was spent for the previous grant cycle?**

To date, 40% of the HRP 24 award has been spent, but 100% will be spent by the end of the performance period

## Expected outcomes

No data saved

Case Id: 34817

Name: Douglas County - 2025

Address: \*No Address Assigned

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### Expected outcomes

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Please provide the following information.

**ALL REQUIRED FIELDS/ROWS HAVE AN ASTERISK \* AT THE BEGINNING OF THE ROW.**

#### Expected outcomes (Street Outreach)



Activity Type (Street Outreach)

\* Number of households served: 225

\* Number of individuals housed: 50

\* Number of connections to care services provided: 500

\* The estimated percentage of participants who will exit to permanent housing

30.00%

\* Average length of time for participants to secure safe shelter or temporary housing (in days): 5

\* Percentage of households exiting to permanent housing

25.00%

\* Explain how you will ensure data quality and integrity and how you will use data to improve program outcomes over time.

Douglas County's HEART program ensures data quality and integrity through trained staff, standardized data entry protocols, and regular audits within the Homeless Management Information System (HMIS). All client data is handled in compliance with privacy standards, including obtaining Releases of Information.

Data is routinely analyzed to track participant outcomes, identify service gaps, and adjust strategies for greater impact. These efforts support continuous improvement and align with regional goals to make homelessness rare, brief, and non-recurring.

**\* Describe the deliverables and outcomes your project plans to achieve. Also, explain which measures you will collect and assess to evaluate transformational performance and overall success. As much as possible, deliverables and outcomes should be measurable and quantifiable (for example: reduce recidivism—\_\_% fewer returns to homelessness within a year; reduce emergency-room and health-care utilization while awaiting permanent housing by \_\_%)**

The HEART aims to achieve measurable outcomes that contribute to reducing unsheltered homelessness in Douglas County. These deliverables include direct outreach and engagement with at least 350 individuals experiencing unsheltered homelessness annually, completing OneHome Coordinated Entry Assessments for 75% of engaged individuals, enrollment of 100% of engaged individuals into case management or housing navigation services, connection of at least 100 individuals to emergency shelter, transitional housing, or permanent housing placements, weekly case conferencing sessions with community partners to track progress, coordinate care, and discuss housing barriers for individuals on the By-Name-List (BNL), and maintain and improve the all population BNL, with 90% data accuracy as measured by HMIS quality standards.

Performance measures will be evaluated to track quantitative and qualitative metrics, including the percentage of individuals who return to homelessness within 12 months of housing placement, with a goal of reducing returns by at least 25%. The percentage of individuals who achieve a housing outcome (shelter, transitional, or permanent) after HEART contact will also be measured, with a goal of 30% or greater. Equity will be maintained by analyzing data by race, age, gender, and veteran status to monitor equitable access to services.

Outcomes will be monitored through HMIS data, coordinated entry reporting, and internal dashboards. Progress will be reviewed monthly by HEART leadership and shared with community stakeholders to support transparency, learning, and continuous improvement.



## Expected outcomes (Homeless Prevention)

### ☒ Activity Type (Homeless Prevention)

\* Number of households served: 5-7

\* Number of individuals housed: 15 individuals remain housed

\* Average amount spent per accepted household: \$12,000

\* Number of connections to care services provided: 5

\* Number of diversion services provided: 0

\* Percentage of households exiting to permanent housing

80%

\* Explain how you will ensure data quality and integrity and how you will use data to improve program outcomes over time.

To ensure data quality and integrity, staff will utilize a data system shared with community partners to meticulously track services, documents, eligibility, and outcomes. This system allows for comprehensive and accurate data management and reporting, ensuring that all information is up-to-date and reliable.

Staff will also employ the Colorado Family Support Assessment (CFSA) and income tracking to monitor outcomes over time. By regularly assessing participants' progress in these areas, staff can identify trends, measure the effectiveness of the interventions, and make data-driven decisions to enhance program outcomes.

Through this robust data tracking and analysis process, the program will continuously improve, ensuring the most effective support is provided to participants and achieving the goals of housing stability and self-sufficiency.

\* Describe the deliverables and outcomes your project plans to achieve. Also, explain which measures you will collect and assess to evaluate transformational performance and overall success. As much as possible, deliverables and outcomes should be measurable and quantifiable (for example: reduce recidivism—\_\_% fewer returns to homelessness within a year; reduce emergency-room and health-care utilization while awaiting permanent housing by \_\_%)

The following outcomes are anticipated through the HSP:

1. Help 5 households avoid eviction: By providing timely rental assistance and case management, the aim is to prevent these households from losing their homes.
2. Help 4 households maintain stable housing for 90 days: The goal is to ensure that these households can sustain their housing situation for at least three months, providing a foundation for long-term stability.
3. Improve CFSA scores by an average of 3 points: Participants will work to enhance their self-sufficiency, as

measured by a 3-point improvement in their Colorado Family Support Assessment (CFSA) scores.

Additionally, the following outcomes will be tracked as part of the HSP:

- **Unemployed and obtained a job:** Participants who secure employment during the program will be tracked.
- **Improved financial well-being:** Changes in participants' financial stability and education, including income, savings, budgeting, and access to personal financial tools, will be assessed.
- **Obtained access to reliable transportation:** Improvements in participants' access to transportation, which is crucial for employment and daily activities, will be documented.
- **Improved basic education:** Participants' progress in educational attainment, such as completing GED programs or other educational milestones, will be tracked.

All data will be tracked in the shared data system, empowOR, to ensure accuracy and integrity. This system will help manage services, documents, eligibility, and outcomes effectively.

## Expected outcomes (Rapid Rehousing)



### Activity Type (Rapid Rehousing)

\* Number of households served: 5-7

\* Number of individuals housed: 15

\* Average length of time for participants to secure permanent housing (in days): 60

**\* Average amount spent per accepted household: \$25,000**

**\* Percent stably housed 6-months post-exit:**

80.00%

**\* Percent exiting to homelessness incarceration or hospitalization:**

0.00%

**\* Percentage of households exiting to permanent housing**

80.00%

**\* Explain how you will ensure data quality and integrity and how you will use data to improve program outcomes over time.**

To ensure data quality and integrity, staff will utilize a shared data system, empowOR, to meticulously track services, documents, eligibility, and outcomes. This system allows for comprehensive and accurate data management and reporting, ensuring that all information is up-to-date and reliable.

Staff will also employ the Colorado Family Support Assessment (CFSA) and income tracking to monitor outcomes over time. By regularly assessing participants' progress in these areas, staff can identify trends, measure the effectiveness of interventions, and make data-driven decisions to enhance program outcomes.

Through this robust data tracking and analysis process, the program will continuously improve, ensuring the most effective support is provided to participants and achieving the goals of housing stability and self-sufficiency.

**\* Describe the deliverables and outcomes your project plans to achieve. Also, explain which measures you will collect and assess to evaluate transformational performance and overall success. As much as possible, deliverables and outcomes should be measurable and quantifiable (for example: reduce recidivism—\_\_% fewer returns to homelessness within a year; reduce emergency-room and health-care utilization while awaiting permanent housing by \_\_%)**

The following outcomes are planned through the Rapid Rehousing Program:

1. **5 households experiencing homelessness obtain stable housing.**
2. **4 households maintain stable housing for 90 days:** The goal is to ensure that these households can sustain their housing situation for at least three months, providing a foundation for long-term stability.
3. **Improve CFSA scores by an average of 3 points:** Participants will work to enhance their self-sufficiency, as measured by a 3-point improvement in their Colorado Family Support Assessment (CFSA) scores.

Additionally, the following outcomes will be tracked as part of the HSP:

- **Unemployed and obtained a job:** Participants who secure employment during the program will be tracked.
- **Improved financial well-being:** Changes in participants' financial stability and education, including income, savings, budgeting, and access to personal financial tools, will be assessed.
- **Obtained access to reliable transportation:** Staff will document improvements in participants' access to transportation, which is crucial for employment and daily activities.
- **Improved basic education:** Staff will track participants' progress in educational attainment, such as completing GED programs or other educational milestones.

All data will be tracked in the shared data system, empowOR, to ensure accuracy and integrity. This system will help manage

services, documents, eligibility, and outcomes effectively.

## Budget

No data saved

Case Id: 34817

Name: Douglas County - 2025

Address: \*No Address Assigned

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### Budget

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Please provide the following information.

### Match Funding

**What is the total % of local match being committed to the project?**

35.00%

**Please describe the sources of local match:** Match is planned to be provided through CSBG funds (\$35,00), In-Kind Staff Administration (\$10,000), and Medicaid (\$95,918).

**In addition to Match, what other partners are funding the activities, and for what specific purposes?**

Transformational Homeless Response (THR) Grant: This grants currently supports street outreach by supplementing funding for the salaries of the HEART staff and provides hotel vouchers that help bridge access to more permanent or temporary housing solutions. This grant will provide funding for the HEART salaries from April 2026 through September 2026.

Department of Justice (DOJ) Funding: This funding supports the officers that are part of the co-responding model for the HEART. This grant will provide funding for the HEART salaries from April 2026 through December 2026.

American Rescue Plan Act (ARPA): Douglas County utilizes ARPA funds to purchase the vehicles used by the HEART team. This grant will provide funding for the HEART salaries from April 2026 through December 2026.

### Current (year-to-date) financial statements

**Include a Statement of Financial Position (Balance Sheet) through the most recently completed operating month available (must be within the past three months). Statement of Activities (Income and Expense Statement) through the most recently completed operating month available (must be within the past three months). Provide the Statement of Activities in a budget-to-actual format if the organization uses that format.**



Current (year-to-date) financial statements **\*Required**

**\*\*No files uploaded**

### Year-end financial statements

Include a Statement of Financial Position (Balance Sheet) spanning the entirety of the organization's most recently closed fiscal year. Statement of Activities (Income and Expense Statement) spanning the entirety of the organization's most recently closed fiscal year. Provide the Statement of Activities in a budget-to-actual format if the organization uses that format.

☐ Year-end financial statements **\*Required**

*\*\*No files uploaded*

## Sources of Income

Please ensure that the total of all percentages below equals 100%.

\* Division of Housing / Department of Local Affairs funding  
65%

\* Other government grants (federal, state, county, local)  
9%

\* Other government contracts

\* Foundations

\* Business

\* Events (include event sponsorships)

\* Individual contributions

\* Fees / earned income

\* Workplace giving campaigns

\* In-kind contributions  
2%

\* Annual Medicaid billing forecast  
24%

\* Other

## Compliance with Audit Requirements Per 2 CFR 200 Subpart F

An organization that expends \$1,000,000 or more during the organization's fiscal year in Federal awards

**If your agency spent more than \$1,000,000 in the most recent fiscal year, did you meet the audit requirements through a single audit or a program-specific audit? Yes**

**Of your organization's total revenue during the most recent fiscal year, what percentage came from the Colorado Division of Housing?**

0.00%

**The organization is applying for a cost reimbursement award, which requires special attention to cash flow management. Describe the organization's strategy for managing cash flow, including what steps the organization will take to ensure staff compensation and critical operations continue while awaiting grant reimbursements.**

Douglas County has measures in place to ensure that staff compensation and critical operations will continue while awaiting grant reimbursements. Douglas County has a budget supplemental process in place to establish the budget for the grant award in the financial system. Douglas County is well versed in properly maintaining good cash flow management. Douglas County will ensure there is enough cash liquidity to cover expenses while waiting for grant reimbursement. The financial system in place can handle fund accounting, project expense tracking, and staff compensation to help successfully manage our grants.

**Describe the organization's experience managing government funds, including the structures and internal controls the organization has in place to ensure grant compliance.**

Douglas County Government has been managing government funds since the County was established on January 1, 1861. Douglas County has received federal and state funds annually and has completed Single Audits since 2002 (latest year that I have access to the Single Audit records for Douglas County).

- Douglas County has clear documented Administrative Financial policies in place located on our intranet accessible by all Douglas County employees.
- The financial system has the capability to segregate grant programs by business unit, making sure that funds are not co-mingled. A business unit is established for each new grant award which allows for all related revenues and expenses to coded within that business unit.
- Douglas County maintains the segregation of duties partially within the roles assigned to users in the financial system. Other segregation of duties are documented in the administrative policies and maintained outside the financial system.
- Douglas County holds regular grant trainings to keep staff up to date on any changes with Uniform Guidance. Refresher grant trainings are also held to make sure staff are regularly trained on grant guidance.
- Each department that applies for grants is responsible for ensuring that the grant activities align with the current Board of County Commissioner's mission prior to applying for funding.
- Douglas County Finance Department staff meet with each department who receive funding, monthly, to discuss any risks associated with the grant program, allowable costs, compliance, reporting, etc.

**Has the organization experienced significant financial challenges in the last three to five years? If yes, describe how the organization addressed those challenges. No**

**What challenges does the organization anticipate in the next three to five years, and what steps are being taken to address those challenges?**



None

## Required Documents

No data saved

Case Id: 34817

Name: Douglas County - 2025

Address: \*No Address Assigned

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### Required Documents

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Please note that the supporting documents are embedded throughout the application. All forms required by DOH are included and formatted for accessibility. Be sure to copy them onto your organization's letterhead before uploading. Applications missing any required documents will be considered incomplete.

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### All Applications

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Download: [Signature Authority Form](#) \*Required

\*\*No files uploaded



Backup documentation for signatory authority \*Required

\*\*No files uploaded



Upload a current W-9 (signed within the last 14 days). Download IRS Form: [W-9](#) \*Required

Douglas County W-9 2025.pdf



Certificate of Good Standing for Non-Profit only

\*\*No files uploaded



CAPER dated for the most recent year, April 1 to March 31. (Please Attach as a PDF)

CAPER\_DC\_SO\_HP\_04.01.2024-03.31.2025.pdf

## Submit

*No data saved*

**Case Id:** 34817

**Name:** Douglas County - 2025

**Address:** \*No Address Assigned

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### Submit the Application

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Once an application is submitted, it can only be "reopened" by an Administrator.

☐

**\* I certify to the best of my knowledge and belief that the statements and data in this application, including the required documents, are true and correct.**

**\* Signature of the Applicant**

**\*\*Not signed**

**\* Title**