

REVIVAL AND AMENDATORY AGREEMENT

THIS REVIVAL AND AMENDATORY AGREEMENT is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (hereinafter referred to as the “City”), and **THE SALVATION ARMY**, a California nonprofit, whose address is 30840 Hawthorne Blvd., Rancho Palos Verdes, California 90275 (the “Contractor”), individually a “Party” and jointly the “Parties.”

The City and the Contractor entered into an Agreement dated **May 21, 2024**, to provide services (the “Agreement”). The Agreement expired by its terms on **December 31, 2024**, and rather than enter into a new agreement, the Parties wish to revive and reinstate all terms and conditions of the Agreement as they existed prior to the expiration of the term and to amend the Agreement as set forth below.

The Parties agree as follows:

1. Effective upon execution, all references to **Exhibit A** in the existing Agreement shall be amended to read **Exhibits A and A-1**, as applicable. **Exhibit A-1** is attached and will control from and after the date of execution.

2. Section 3 of the Agreement, titled “**TERM**,” is amended by deleting and replacing it with the following:

“**3. TERM**: This Agreement will commence on **February 1, 2024**, and will expire, unless sooner terminated, on **December 31, 2025** (the “Term”).”

3. Section 4.4.1 of the Agreement, titled “**Maximum Contract Amount**,” is amended by deleting and replacing it with the following:

“**4.4.1** Notwithstanding any other provision of this Agreement, the City’s maximum payment obligation will not exceed **SIXTEEN MILLION THIRTEEN THOUSAND ONE HUNDRED TWELVE DOLLARS AND ZERO CENTS (\$16,013,112.00)** (the “Maximum Contract Amount”). The City is not obligated to execute an agreement or any amendments for any further services, including any services performed by the Contractor beyond that specifically described in **Exhibit A-1**. Any services performed beyond those in **Exhibit A-1** or performed outside the Term are performed at the Contractor’s risk and without authorization under this Agreement.”

4. Except as amended here, the Agreement is affirmed and ratified in each and every particular.

5. This Revival and Amendatory Agreement is not effective or binding on the City until it has been fully executed by all required signatories of the City and County of Denver, and if required by Charter, approved by the City Council.

End.

Signature pages and Exhibits follow this page.

Exhibit List
Exhibit A-1

Contract Control Number:
Contractor Name:

HOST-202477477-01/HOST 202473096-00
THE SALVATION ARMY

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at
Denver, Colorado as of:

SEAL**CITY AND COUNTY OF DENVER:**

ATTEST:

By: _____

APPROVED AS TO FORM:

Attorney for the City and County of Denver

By: _____

REGISTERED AND COUNTERSIGNED:

By: _____


By: _____

Contract Control Number:
Contractor Name:

HOST-202477477-01/HOST 202473096-00
THE SALVATION ARMY

By: _____

Signed by:


B5A70D051FD7467...

Name: kelly pontsler
 (please print)

Title: Treasurer
 (please print)

ATTEST: [if required]

By: _____

Name: _____
 (please print)

Title: _____
 (please print)

SCOPE OF WORK
DEPARTMENT OF HOUSING STABILITY
THE SALVATION ARMY
HOST-202477477-01

I. INTRODUCTION

Current Period of Performance: 1/1/2025 – 12/31/2025

Project Description:
This agreement is entered between the Department of Housing Stability (HOST) and The Salvation Army (TSA) for the purpose of providing time-limited emergency shelter and support, inclusive of housing focused case management and housing navigation, for up to 205 families in Non-Congregate Shelter located at 7525 East Hampden Avenue, Denver, Colorado 80231. Additionally, funding will be utilized for the management and day-to-day operations. This includes the ability to serve all families, regardless of race, ethnicity, gender identity, sexual orientation, or marital status. Families shall include minor child(ren) and/or adult-dependent children. Different family configurations may be deemed as eligible by HOST. The Fiscal Year 2025 award amount for this contract is **\$8,006,556.00**.

Funding Source:	Homelessness Resolution Fund
Project Name:	Family Emergency Non-Congregate Shelter (NCS)
Budget Type:	Focused Cost Reimbursement
Contractor Address:	30840 Hawthorne Blvd, Rancho Palos Verdes, CA 90275
Organization Type:	Non-Profit

II. SERVICES DESCRIPTION

A. Access Point and Intake Team

1. The Access Point and Intake Team will serve as an access point for all families seeking shelter or housing services. Staff will assess needs and determine if rapid resolution, diversion or another option is most appropriate for the household based on eligibility criteria.
2. The Access Point and Intake Team will provide access to resources and referrals on days, evenings, and weekends to accommodate working households.
 - a. Access points should include but are not limited to in-person, virtual meetings, emails, and/or phone calls.

3. The Access Point and Intake Team will be responsible for providing access to shelter during severe weather events in alignment with citywide severe weather policies. This may include expanding hours of operation and/or operating an additional telephone line to provide additional access during severe weather events. This also includes working with HOST on a procedure to provide additional hours of operation and additional staff coverage during distinct weather events.
4. Tasks that will be completed by the Access Point and Intake Team include the following:
 - a. Screening for eligibility in accordance with HOST's Waitlist Prioritization Policy.
 - b. Verifying literal homelessness based on United States Department of Housing and Urban Development (HUD) definition at https://files.hudexchange.info/resources/documents/HomelessDefinition_RecordKeepingRequirementsandCriteria.pdf.
 - c. Providing appropriate resources and referrals for shelter.
 - d. Coordinating with hotels/motels and other family shelters around capacity.
 - e. Communicating with case managers when necessary and collaborating with shelters to ensure a seamless continuity of care to both short- and long-term shelters or other programs. This includes following up with shelters on referrals made in a timely manner to determine outcomes of said referrals and if additional referrals are needed to fill shelter vacancies.
 - i. Data on referrals sent, including how many openings each shelter had, the number of referrals sent, and the outcomes of the referrals will be sent to HOST on a weekly basis.
 - f. Completing HMIS profiles and enrolling households in Intake/Access program and any other relevant programs for all households placed on the waitlist, given a Cold Weather Voucher, or provided with Rapid Resolution assistance.
 - g. Providing transportation assistance as needed, this includes during times of Cold Weather activation.
 - h. Providing additional referral information if not appropriate for family shelter programs.
 - i. Reviewing expectations of shelter programs with households.
 - j. Minimizing turn aways using person-centered and trauma informed care.
 - k. Manage and comply with the HOST approved Waitlist Prioritization policy and maintain contact with households waiting to enter programs, this includes regular maintenance of waitlist to ensure that it is current and accurate each day. Waitlist data will be provided to HOST a minimum of three times a week.
 - l. Providing Rapid Resolution and Diversion resources to appropriate households with the goal of keeping households from entering the shelter system. Screening for Rapid Resolution and Diversion services should occur during each client contact.
 - m. Establish written policies and procedures for waitlist and referral activities, which incorporate feedback from the shelter community and HOST. These written policies and procedures will be approved by HOST.

- n. Provide HOST with regular data updates, including wait-list number, number of open units at family shelters and number of successful referrals. This data should be shared at minimum once a week and available upon request by HOST or other appropriate City entities.
5. The TSA Access Point and Intake Team will utilize the TSA's Connection Center. This site will serve as a navigation center for families experiencing homelessness, precariously housed, or needing housing crisis support. TSA will work with other family shelter providers to be a shelter access point to reduce the need for families to call or physically visit multiple shelters. Ultimately, the Connection Center provides trauma informed access, providing appropriate referral or resolution supports reducing or eliminating the burden placed on families of securing basic needs assistance as well as housing assistance while in crisis.
6. The Access Point and Intake Team will respond to phone calls, walk-ups, website applications, emails and dependent on staffing levels, staff can meet households at locations of client preference in the community.
7. Those that are assessed and qualify for non-congregate shelter will be provided intake and referral to the appropriate shelter team. Those qualifying for emergency shelter, will be provided transportation to the shelter if needed, including families receiving Cold Weather Vouchers for contract motels/hotels. For those not entering an emergency family shelter, Rapid Resolution case managers will complete coordinated entry assessments as well as provide ongoing case management support and connectivity to appropriate resources until the housing situation resolves.
8. A comprehensive list of households who are unable to access shelter services at all family shelter due to significant behavioral issues will be maintained and updated as needed.

B. Family Emergency NCS Program

1. Family Emergency NCS case management responsibilities include but are not limited to the following services:
 - a. crisis management and conflict resolution
 - b. support obtaining, maintaining and/or increasing income, including benefits acquisition and/or employment supports
 - c. case planning
 - d. conducting needs assessments, including Coordinated Entry assessment
 - e. assisting with obtaining vital documents
 - f. case conferencing
 - g. housing navigation
 - h. providing assistance with transportation
2. The Family Emergency NCS case managers will provide emergency shelter, providing up to 90 to 180 nights, offering intensive housing focused case management. The anticipated staffing ratio is one case manager to 20 families. Case Management should follow the below programmatic flow:
 - a. Upon intake:
 - i. Case manager is assigned
 - ii. Expectations are communicated re: engagement and how to connect with case manager.

- iii. Clients sign acknowledgement of rules and expectations.
- b. Initial Triage occurs within first two weeks.
 - i. Determine if Rapid Exit is an appropriate intervention by assessing document status, income, additional resources and support, etc.
 - ii. Establish case plan with case manager to include vital document acquisition, benefits assessment/acquisition, budget, employment/income plan, housing plan, and other relevant goals.
- c. Ongoing Engagement Expectations:
 - i. Case managers are expected to engage with each household at least once a week.
 - ii. Case managers are expected to make access to services and resources as easy as possible for clients to opt into and use. This includes offering scheduled appointments as well as walk in hours, having a case manager available in the evenings and on weekends, etc.
 - iii. When clients are not engaging on their own, staff is expected to seek them out (i.e. during meals or by door knocking) or communicate in an alternative way (i.e. via phone, email, and/or notice on door).
 - iv. Each attempt to connect with clients should be documented in HMIS, including successful attempts (i.e. case management meeting, phone call, etc.) and other attempts (i.e., leaving a note on their door).
 - v. If clients are not responding to outreach attempts, that may be considered when granting extensions. If clients can demonstrate progress on their own, engagement with case management may be less important.
- d. Extensions:
 - i. Granted in 30-day increments
 - ii. In order to receive an extension, households are expected, at a minimum, to show any progress toward any goals set with case manager.
 - iii. Extensions should be considered from a holistic perspective, considering what progress or “success” looks like for that particular family, weighing barriers and opportunities.
 - iv. With the exception of imminent safety threats, families facing a shelter exit for lack of engagement/ progress toward goals must be provided 30 days’ notice verbal and written, with clear expectations to remedy should they wish to stay enrolled.
- 3. Families will be referred to the shelter program through Coordinated Family Shelter Access Point. Some rooms will be referred to directly through HOST staff for the purposes of outreach and encampment resolution. Referral pathways to family shelter must be approved by HOST and may be directed by the City as necessary for homelessness initiatives.
- 4. The shelter program will include a team of housing focused case managers and a team of housing navigators.
- 5. Establish written policies and procedures for case management and daily shelter activities. These written policies and procedures will be approved by HOST.
- 6. A minimum of one case manager will attend HOST’s biweekly case conferencing and OneHome case conferencing with the intention of advocating for households served in shelter.

7. The program manager will ensure an equitable restorative justice model of appeal/resolution for program/violations.

C. Housing Navigation

1. The Housing Navigation team will work in conjunction with the Family Emergency NCS shelter case managers to assist with housing search and lease up processes with all households. The tasks of the housing navigation team include the following:
 - a. Connections to the Coordinated Entry System (OneHome)
 - b. Assisting households with locating units
 - c. Completing and submitting housing applications
 - d. Obtaining vital documents and attending any necessary orientations or pre-move-in meetings
 - e. Recruiting and building relationships with landlords and housing communities
 - f. Inspecting housing units for habitability
 - g. Locating financial and in-kind assistance for households at time of lease up such as move-in kits and deposit assistance
 - h. Assisting households with moving belongings to housing as needed
 - i. Establish written policies and procedures for housing. These written policies and procedures will be approved by HOST.

D. TSA teams will provide flexible housing-focused support that meets households where they are at, recognizing that every household situation is unique. Teams will work to connect households to housing resources internal and external to OneHome.

E. Education and school navigation will be provided through school navigation staff to assist families with enrolling children in schools and assisting with advocating for appropriate educational support, as needed.

F. TSA teams will participate in a monthly Rapid Resolution workgroup and will also attend Family Solutions Group on a monthly basis.

G. Meal Preparation Services

1. TSA will prepare and provide up to 3 meals each day for guests participating in the Family Emergency NCS program.
 - a. TSA will ensure all meals are prepared in accordance with ServeSafe guidelines and all Public Health requirements for food safety.
 - b. Provide all utensils and serving supplies.

H. NCS Operations

1. TSA is responsible for day-to-day operations in conjunction with City staff Operations and programming will be provided.
2. Up to 205 households will be served at a time, for a total of 800 families served over the contract term.
3. Operations staff will be on-site and available 24 hours, seven (7) days a week.
4. TSA, in consultation with and approval by HOST, has full discretion and approval for on-site operations, shelter programming, community partners involved, facility

- use, and services provided by outside agencies including advocacy groups, organizers and vendors.
5. Shelter Operations investments facilitate environments that are safe, hygienic, accessible, equitable, inclusive, and hospitable to all eligible shelter guests. Funding for shelter operations include support of the day-to-day hospitable functions of NCSs include the following:
 - a. Linen laundry services that shall provide laundered linens at a minimum of every seven (7) consecutive days of guests' stay.
 - b. basic maintenance support
 - c. room amenities such as on-site parking and parking management, internet, and telephone
 - d. custodial support including sanitization of common areas, including outdoor space and routine room cleaning and inspection.
 - e. storage
 6. TSA and HOST will adhere to the Responsibility Matrix of Facility Related Services in Appendix A.
 7. The Tamarac will have a full-time on-site maintenance technician Monday through Friday, during daily business hours. The maintenance technician will be responsible for providing regularly and emergency scheduled general building repair and maintenance services such as trash removal from premises to exterior dumpsters and exterior litter removal, pest control, snow removal from sidewalks and entries, changing light bulbs, minor repairs to plugged toilets and leaky faucets.
 8. TSA will provide and oversee biohazard, janitorial, and laundry services to ensure quality and timeliness to promote a safe and comfortable environment for all guests and staff.
 9. NCS Sites will have security measures available onsite and include installation and maintenance of a video surveillance system to maximize staff visibility of the facility. Additional security measures may be added if deemed necessary in consultation with and approval by HOST.

III. ROLES AND RESPONSIBILITIES FOR BOTH PARTIES

1. Provide sensitivity training developed and provided by the City to all new direct-service staff within 15 days of hire date. Ensure direct-service staff complete training refresher on a biennial basis.
 - a. Sensitivity Training is available at https://denvergov.org/media/denvergov/housingstability/context_of_homelessness/story.html
 - b. The Executive Director or their delegate are required to complete and sign the "Statement of Completion of Required Training: Informed, Compassionate, and Positive Interactions with Persons Experiencing Homelessness" form biennially and submit to HOST.
 - c. Additional training and reporting requirements will be published in the 2025 Shelter Standards document.
2. Post the City and County of Denver's Anti-Discrimination Office signage in an area where information is available to staff and program participants.

3. Contractor will obtain customer feedback at least quarterly to ensure equity in access and outcomes. The City reserves the right to issue specific guidelines on the methods for collecting and integrating customer feedback which may include use of a third-party evaluator. Details will be outlined in 2025 Shelter Standards documents.
4. Provide grievance policy and procedure to HOST within the first 90 days of this contract and annually or as updates are made thereafter. Grievance policies and procedures must be approved by HOST.
5. Complete a security assessment and provide a security plan for each shelter site that must be reviewed and approved by HOST within the first 90 days of this contract and annually or as updates are made thereafter. Security plan requirements will be detailed in HOST 2025 Shelter Standards document.

A. The City will:

1. Provide signage that includes information about the City and County of Denver's Anti-Discrimination Office in both [Spanish and English](#).
2. Provide the 2025 Shelter Standards document and communicate any changes or updates made to the document as needed.

IV. EQUITY ACCESS AND OUTCOMES

The Department of Housing Stability, in alignment with the Mayor's Office of Social Equity and Innovation, values racial equity and inclusiveness and seeks to reflect this value in our funding practices. Our commitment to producing racially equitable housing outcomes is paramount to HOST's overall mission of Denver residents being healthy, housed and connected. HOST requires all programs it funds to report on the demographic characteristics of households served by the program throughout the duration of the contract in coordination with other required reporting. The contractor will also report on the demographics of staff working on this program throughout the duration of this contract.

Specific information outlining the required data systems to be used and data to be collected are contained within the scope of work of this contract. This information will help HOST monitor demographic trends in who is served. The underlying objective of collecting and disaggregating data and outcomes by race is to understand who is currently served by HOST funded programs. This information will help inform future evaluation on any potential disparate impacts across HOST programs, as well as strategies to help address equity in access to and outcomes from programs where appropriate. Additionally, HOST program and monitoring staff will be reviewing data, and will discuss your program's progress or challenges towards racially equitable services and outcomes at site visits and monitoring.

V. OBJECTIVE AND OUTCOMES

Resources	Activities	Outputs	Metric	Outcomes	Metric	Impacts
62 Staff including Supervisory and Operational positions 205 units of shelter Support Services Homeless Management Information System (HMIS) use Staff training Program Policies HOST funding	<ul style="list-style-type: none"> • 24/7 shelter • Bed & bedding • Shower access • Laundry • Hygiene supplies • Meals • Resource Navigation • Rapid Resolution • Vital document acquisition • Relationship building • OneHome Access • Housing Search • Referrals to health-related services • Weekly Case Management meeting • Enrollments, annual assessments, case management notes, and exit assessments • HOST required trainings • Participant feedback 	Households served annually	600 in shelter 1000 through Access & Intake Team 200 to receive Rapid Resolution	Households are provided a safe place to sleep and access to services to help them exit homelessness	100%	Address Unsheltered Homelessness Complete shelter system transformation toward rehousing Use customer feedback to improve shelter operations
		Households engaged in housing-focused case management	90%	Households that receive assistance exit to permanent or stable housing, excluding deaths and unknown exits	50%	
		Household receiving assistance with increasing their income through benefits and/or employment	70%	Households receiving assistance that have an increase in income through benefits or employment	70%	
		Households receiving assistance obtaining/maintaining vital documents	60%	Households that obtain/maintain vital documents	80%	
		Households without OneHome assessments offered housing assessments	90%	Households offered assistance receive housing assessments	75%	
		Households offered the opportunity to provide feedback on services received	100%	Households that complete a survey report being satisfied or better	70%	

Assumptions: Unless otherwise indicated, data will be pulled from the Homeless Management Information System (HMIS). Contractor will upload a HMIS Data Quality report in Salesforce with each quarterly report. Data quality must be in alignment with expectations and standards outlined by COHMIS (<https://cohmis.zendesk.com/hc/en-us>). All Metrics will be reviewed quarterly and annually.

VI. REPORTING

- A. Contractor is required to use Homeless Management Information System (HMIS) for program data collection. Contractor's use of HMIS must adhere to COHMIS [Policy](#) and [Data Quality](#) standards to demonstrate clients' eligibility, and meet indicators in this scope of work. Disbursement of funds is contingent upon the ability to collect program data using HMIS.
- B. Contractors will be required to use HOST Programs Community to submit all program narrative and qualitative data reports. These reports are due the 15th day of the month following each reporting period. Each narrative report will contain information on program success, challenges, and funding leverage during the reporting period.

<u>Quarterly Report</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
<u>Due Date</u>	April 15th	July 15th	October 15th	January 15th

- C. HOST Programs Community will provide Contractor with an online forum to submit report for each reporting period. Supplemental reporting may be required when HMIS data and narrative reports are insufficient to demonstrate program impact. Submitted reports will be reviewed by the designated Program Officer for completeness, clarity, and accuracy.
- D. Upon execution of this contract, HOST will provide a user guide for using HOST Programs Community portal along with the required login information. Prior to the due date for the first required report, HOST will provide resources and support as needed or as requested by the Contractor to support the use of HOST Programs Community.
- E. Contractor may be required to submit a Contract Summary Report at the end of the contract period within 30 days after the Term End Date of this contract agreement.
- F. Additional details on reporting may be provided in the 2025 Shelter Standards document.
- F. Data Monitoring
A description of the scope of data that will be monitored by HOST throughout the lifecycle of the contract. This includes the mechanism for reporting, the primary goal for households to be served, desired program outcomes, and any program-specific reporting requirements.
1. Program data
 - a. Data sources
 1. Homeless service providers: All program data reports will be sourced from client-level data entered in HMIS unless otherwise specified. Qualitative program narratives, data quality reports, and any requested supplemental reports can be submitted through the HOST Programs Community.

2. All other programs: Summary reports on clients served will use the HOST Programs Community to report narrative, and households served information. Additional data may be required in the reporting form and/or a supplemental data template provided by HOST.
 - i. Number of unique Households served (universal for all HOST-funded programs) and progress toward the households served goal:
Households proposed to be served over the contract term– 3,634:
 Year 2024: 1,834
 Year 2025: 1,800
 - ii. Demographics of households served:
 Demographic data of households served are monitored to ensure fair and equitable access to services. The scope of demographic data collected are specific to the needs of the program or any related funding sources. Demographic data can include but is not limited to race and ethnicity, income level, participant age/ age-group/ number of age-qualifying participants, disability status, mental health condition, or gender identity. The measures and benchmarks specified in the objectives and outcomes section.
2. Qualitative narratives: This includes reports on program successes and challenges, programmatic updates, and supplemental reports. These reports can be submitted through the Salesforce programs community.
3. Financial Data
 - a. Funding sources and amount included.
 - b. Total Contract spend to date, by budget category.
4. Specific to this Scope of Work
 - a. Number and type of proposed outcomes based on
 1. Number of households served through Intake and Access: 1,000
 2. Number of receiving Rapid Resolution assistance- 200
 3. Number enrolled in shelter: 600
5. HMIS Data Quality reports (Required for all program reporting in HMIS - Homelessness resolution programs only): Data quality reports are a tool to assist with tracking data quality progress for client data entered into HMIS.
 - a. Data quality standards: The [COHMIS Data Quality Standards](#) determine expected data quality standards by project type. Timeliness is the primary data quality component assessed at HOST to support policies around voluntary client reporting. Table A below summarizes minimum data quality timeliness standards for each project.

Table A		
HMIS Data Entry Time Frame		
Program Type	Minimum Data Elements	Time Frame for Entry
Emergency Shelters	Housing Check-In/Check Out, Services	Same Day
Transitional Housing Programs	Program Entry/Exit, Services	7 Calendar Days
Permanent Supportive Housing Programs	Program Entry/Exit, Services	7 Calendar Days
Rapid Re-Housing Programs	Program Entry/Exit, Services	7 Calendar Days After Enrollment/Eligibility is Established
Homelessness Prevention Programs	Program Entry/Exit, Services	7 Calendar Days After Enrollment/Eligibility is Established
Outreach Programs	Services	2 Working Days

VII. FINANCIAL ADMINISTRATION

A. Compensation and Methods of Payment

1. Disbursements shall be processed through the Department of Housing Stability (HOST) and the City and County of Denver's Department of Finance.
2. The method of payment to the Contractor by HOST shall be in accordance with established HOST procedures for this Agreement line-item reimbursements. Invoice requests for reimbursement of costs should be submitted on a regular and timely basis in accordance with HOST policies. Invoices should be submitted within thirty (30) days of the actual service, expenditure, or payment of expense. Invoices submitted more than 90 days beyond the billing period of the actual service, expenditure, or payment expense, may not be reimbursed without prior written approval from HOST.
3. The Contractor shall be reimbursed for services provided under this Agreement according to the approved line-item reimbursement budget.
4. Invoice request shall be completed and submitted on or before the 15th of each month following the month services were rendered. Contractor shall use HOST's preferred invoice template, if requested, HOST Financial Services may require a Cost Allocation Plan and budget narrative for detailed estimated description and allocation of funds. This is dependent upon funding source and program requirements.
5. No more than four (4) Invoices may be submitted per contract per month, without prior approval from HOST.
6. All Invoices must be correctly submitted within thirty (30) days of the Agreement end date to allow for correct and prompt closeout of the contract.
7. All invoices are paid on a "Net 30" payment timeline, presuming invoices are free from errors, and do not require additional documentation or calculation revisions.

8. Invoices shall be submitted to the HOST contractor online portal at <https://denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Department-of-Housing-Stability/Partner-Resources/Contractor-Payment-Requests>

B. Invoicing Requirements

1. To meet Government requirements for current, auditable books at all times, it is required that all Invoices be submitted monthly to HOST to be paid. Expenses cannot be reimbursed until the funds under this contract have been encumbered.
2. City and County of Denver Forms shall be used in back-up documents whenever required in the Invoice Processing Policy.
3. If another person has been authorized by the Contractor to request reimbursement for services provided by this contract, then the authorization should be forwarded in writing to HOST prior to the draw request.
4. The standardized HOST "Expense Certification Form" should be included with each payment request to provide the summary and authorization required for reimbursement. HOST reserves the right to cancel an invoice if there are material errors that must be corrected and will require the invoice to be resubmitted.

C. Payroll

1. A payroll register or payroll ledger from the official accounting system will verify the amount of salary. Payroll registers must detail the pay period, gross pay, and deductions.
2. If the employee(s) is reimbursed only partially by this contract, the amount of salary billed under other contracts with the City or other organizations should be deducted from the requested reimbursement amount and documented on each reimbursement summary sheet or payroll register.
3. HOST reserves the right to request submittal of additional documentation including timesheets or additional accounting system reports to substantiate payroll reimbursement requests.

D. Fringe Benefits

1. Fringe benefits paid by the employer can be requested as substantiated by the payroll registers or accounting records submitted for the appropriate period.
2. Fringe benefits include, but are not limited to, the costs of leave (vacation, family-related, sick, or military), employee insurance, pensions, and unemployment benefit plans. The cost of fringe benefits is allowable if they are provided under established written leave policies, equitably allocated to all funding sources, including HOST awards; and, the accounting basis (cash or accrual) selected for costing each type of leave is consistently followed by the vendor. HOST will not reimburse payments for unused leave when an employee separates from employment.

E. General Reimbursement Requirements

1. Invoices: All non-personnel expenses should be documented on a summary sheet for the period indicated on the reimbursement request to include:
 - a. Vendor Name
 - b. Amount

- c. Purpose
- d. Payment Method (Check #, ACH Date & Amount, Wire Number, Date & Amount, Credit Card Date & Amount)
- e. All invoices and supporting documentation must be kept on file for audit purposes for three (3) years. For Audit purposes all invoices must be dated and readable invoices. The invoices must be from a vendor separate from the Contractor and must state what goods or services were provided and the delivery address. Verification that the goods or services were received should also be submitted, this may take the form of a receiving document or packing slips, signed, and dated by the individual receiving the good or service. Copies of checks written by the Contractor, or documentation of payment such as an accounts payable ledger which includes the check number shall be submitted to verify that the goods or services are on a reimbursement basis.
- 2. Administration and Overhead Cost: Other non-personnel line items, such as administration, or overhead require invoices, and an allocation to this program documented in the draw request. An indirect cost rate can be applied if the Contractor has an approved indirect cost allocation plan. The approved indirect cost rate must be submitted to and approved by HOST.

F. Budget Modification Requests

- 1. HOST may, at its option, restrict the transfer of funds among cost categories, programs, functions, or activities at its discretion as deemed appropriate by program staff, HOST executive management or its designee.
- 2. Budget Modifications may be required for changes related to increase or decrease of individual budget line items within an approved budget, to add budget line items, or to make changes to a budget narrative. A budget modification can adjust the award amount available for purposes outlined within the executed contract but cannot increase or decrease the total contract amount or assign resources to a purpose not already included in the original contract agreement.
- 3. Budget modifications will require submittal of written justification and new budget documents by the Contractor. These budget documents will require approval by HOST program, contracting and financial staff.
- 4. The Contractor understands that any budget modification requests under this Agreement must be submitted to HOST after the 30 days the contract agreement start date and before the last Quarter of the fiscal period, unless waived in writing by the HOST Deputy Director or their designee.
- 5. Budget modification requests are limited to two per each fiscal year of a contract agreement term. Exceptions to this limit may be made by the HOST Deputy Director or their designee.

G. Contract Amendments

- 1. All contract modifications that increase or decrease award amount, alter the contract term date and/or change the scope of work will require an amendment to this Agreement executed in the same manner as the original Agreement.

H. Financial Management Systems

The Contractor must maintain financial systems that meet the following standards:

1. Financial reporting must be accurate, current, and provide a complete disclosure of the financial results of financially assisted activities and be made in accordance with federal and/or city financial reporting requirements.
2. Accounting records must be maintained which adequately identify the source and application of the funds provided for financially assisted activities. The records must contain information pertaining to contracts and authorizations, obligations, unobligated balances, assets, liabilities, outlays or expenditures, and income. Accounting records shall provide accurate, separate, and complete disclosure of fund status.
3. Effective internal controls and accountability must be maintained for all contract cash, real and personal property, and other assets. Adequate safeguards must be provided on all property, and it must be assured that it is used solely for authorized purposes.
4. Actual expenditures or outlays must be compared with budgeted amounts and financial information must be related to performance or productivity data, including the development of cost information whenever appropriate or specifically required.
5. All HOST contracts will be subject to applicable Uniform Guidance (2 C.F.R. Part 200), agency program regulations, and the terms of the agreement will be followed in determining the reasonableness, allowability and allocability of costs.
6. Source documents such as cancelled checks, paid bills, payrolls, time and attendance records, contract documents, etc., shall be provided for all disbursements. The Contractor will maintain auditable records, i.e., records must be current and traceable to the source documentation of transactions.
7. The Contractor must properly report to Federal, State, and local taxing authorities for the collection, payment, and depositing of taxes withheld. At a minimum, this includes Federal and State withholding, State Unemployment, Worker's Compensation (staff only), City Occupational Privilege Tax, and FICA.
8. A proper filing of unemployment and worker's compensation (for staff only) insurance shall be made to appropriate organizational units.
9. The Contractor will be responsible for all Disallowed Costs.
10. The Contractor may be required to engage an audit committee to determine the services to be performed, review the progress of the audit and the final audit findings, and intervene in any disputes between management and the independent auditors. The Contractor shall also institute policy and procedures for its sub recipients that comply with these audit provisions, if applicable.

I. Procurements

1. The Contractor shall follow the City Procurement Policy to the extent that it requires that at least three (3) documented quotations be secured for all purchases or services supplies, or other property that costs more than ten thousand dollars (\$10,000) in the aggregate.
2. The Contractor will ensure selected vendor or proposer has required insurance once the Contractor identifies a successful vendor or proposer.

3. The Contractor will maintain records sufficient to detail the significant history of procurement. These records will include but are not limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.
4. For contracts subject to federal agreements, if there is a residual inventory of unused supplies exceeding five thousand dollars (\$5,000) in total aggregate upon termination or completion of award, and if the supplies are not needed for any other federally sponsored programs or projects the Contractor will compensate the awarding agency for its share.

J. Monitoring Requirements

1. Monitoring may be performed by the program area, contract administration and financial services throughout the term of the agreement. Contractor will be notified in writing 30 days prior to facilitation of contract monitoring.
2. Program or Managerial Monitoring: The quality of the services being provided and the effectiveness of those services addressing the needs of the program. This may include reviewing the current spending and outcomes to date for the contract.
3. Contract Monitoring: Review and analysis of current program information to determine the extent to which contractors are achieving established contractual goals. HOST will conduct performance monitoring and reporting reviews. This includes reviewing the current spending and outcomes to date for the contract. City staff will address any performance issues and require a corrective action plan to resolve concerns.
4. Compliance Monitoring: Will ensure that the terms of the contract document are met, as well as Federal, State and City legal requirements, standards, and policies.

K. Records Retention

1. The Contractor must retain for three (3) years financial records pertaining to the contract award. The retention period for the records of each fund will start on the day the single or last expenditure report for the period, except as otherwise noted, was submitted to the awarding agency.
2. The awarding agency and the Comptroller General of the United States, or any of their authorized representatives, shall have the right of access, upon reasonable notice, to any pertinent books, documents, papers, or other records which are pertinent to the contract, to make audits, examinations, excerpts, and transcripts.

L. Contract Close-Out

1. All Contractors are responsible for submitting a final invoice marked "Final Invoice" and any required performance and outcome reports to HOST by the required due dates outlined in this Contract.
2. HOST will close out the Contract when it determines that all applicable administrative actions and all required work of the contract have been completed. If Contractor fails to perform in accordance with this Agreement, HOST reserves the right to unilaterally close out a contract, "unilaterally close" means that no additional money may be expended against the contract.

M. Collection of Amounts Due

- 1. Any funds paid to a Contractor in excess of the amount to which the Contractor is determined to be entitled under the terms of the award constitute a debt to the City and County of Denver, if not paid within a reasonable period after demand HOST may:
 - a. Makes an administrative offset against other requests for reimbursements.
 - b. Withholds advance payments otherwise due to the Contractor; or
 - c. Other action permitted by law.
- 2. The Contractor shall participate, when applicable, in HOST provided staff training sessions in the following financial areas including, but not limited to Budgeting and Cost Allocation Plans, and Invoicing Process.

VIII. FUNDS WILL BE USED TO

Funds in the amount of **\$8,006,556.00** will be utilized to support Family Emergency Non-Congregate Shelter (NCS) case management, housing navigation programs and operations.

Contract	Amount
Base	\$8,006,556.00
1 st Amendment	\$8,006,556.00

IX. Budget

Contract Program Budget Summary					
Contractor Name:	The Salvation Army				
Project :	Family Emergency NCS @ Tamarac	City Contract #:	HOST 202477477-01		
Budget Term:	1/1/2025-12/31/2025				
Program/Fiscal Year:	2025				
Budget Category	Homelessness Resolution Funding HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Administrative Leadership	\$82,500	\$82,500	\$330,000	25.00%	5 positions not to exceed 25% of salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Positions include DMSS Director, Assistant Director DMSS, Monitoring Evaluation Director, Grants and Contracts Manager, Employment Pathways Manager. EXCLUDED FROM INDIRECT RATE CALCULATION
Family Transformational Housing Director	\$20,000	\$20,000	\$90,480	22.10%	A portion of salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides direct oversight of family sheltering program activities.
Temp Housing Assistant Director	\$44,267	\$44,267	\$72,800	60.81%	A portion of salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Dedicated to the oversight and daily operations of the shelter and all activities on property.
Facilities Director	\$61,967	\$61,967	\$69,500	89.16%	Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Dedicated to the oversight and daily operations of the shelter and all activities on property.
Program Manager	\$68,100	\$68,100	\$68,100	100.00%	Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Supports the leadership team and provides direct supervision to the shift supervisors and program assistants.

Budget Category	Homelessness Resolution Funding HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Shift Supervisors	\$192,360	\$192,360	\$192,360	100.00%	Up to 4 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provide leadership and direct supervision to program assistants
Maintenance and Custodial Technicians	\$140,599	\$140,599	\$306,760	45.83%	Up to 7 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: General maintenance, janitorial, and housekeeping duties.
Program assistants	\$307,960	\$307,960	\$698,880	44.06%	Up to 16 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provide direct services to program participants and temporary seasonal program assistant staff for winter weather.
Lead Case Managers	\$49,312	\$49,312	\$117,936	41.81%	Up to 2 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provide supervision to case management teams and direct housing focused case management services
Housing Case managers	\$262,200	\$262,200	\$617,760	42.44%	Up to 10 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Housing focused case management staff to provide housing readiness tasks and direct housing navigation with the long-term goal of permanent housing.
Lead Housing Navigator	\$19,656	\$19,656	\$58,968	33.33%	Portion of salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: provide leadership and direct supervision to housing navigation team

Budget Category	Homelessness Resolution Funding HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Intake Coordinator	\$52,000	\$52,000	\$52,000	100.00%	Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Facilitate intake, enrollment and orientation at the shelter program.
Housing Navigators	\$95,333	\$95,333	\$323,282	29.49%	Up to 2 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Support in linkage to existing resources in the community.
School Engagement Navigator Lead	\$53,387	\$53,387	\$58,240	91.67%	Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provide directs support to children and families who require support and linkage to engage in education activities
School Engagement Navigator	\$95,333	\$95,333	\$111,102	85.81%	Up to 2 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provide directs support to children and families who require support and linkage to engage in education activities
Lead Access/Intake Coordinator	\$61,594	\$61,594	\$61,594	100.00%	Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides supervision and leadership over school and youth/child engagement activities.
Access Case Managers	\$257,400	\$257,400	\$280,800	91.67%	Up to 5 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Assesses, triage and responds to inquires for shelters. Coordinate the wait list, provide rapid resolution and case management/navigation assistance.
Quality assurance specialist	\$38,017	\$38,017	\$56,000	67.89%	Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Support in HMIS/Wellsky data collection.
Total Salary:	\$1,901,985	\$1,901,985	\$3,566,562	53.33%	

Budget Category	Homelessness Resolution Funding HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Fringe Benefits	\$684,715	\$684,715	\$1,070,693	63.95%	Fringe benefits and payroll taxes (Fringe) will be reimbursed at cost or at the Federally Approved Fringe Rate. To receive a Fringe percentage, a contractor must provide a Federally Approved Fringe Rate letter or flat rate percentage for contracted staff. Please refer to the scope of work section Financial Administration-Fringe Benefits.
Total Salary and Fringe Benefits:	\$2,586,700	\$2,586,700	\$4,637,255	55.78%	
Other Direct Costs	Amount	Subtotal	Amount	%	
Program Expenses & Supplies	\$312,593	\$312,593	\$403,000	77.57%	Program/Project-related supplies not given directly to a client and/or directly related to program function. Must be allowable and a direct cost. Includes repairs or replacement of infrastructure items in client units such as client bed, mattress, and dresser. Other items include FileInvite fees for the Connection Center, linens, toilet paper, janitorial supplies, harm reduction, shelter supplies, direct full time staff cell phone service, and staff uniform. Please, refer to the Responsibility Matrix in Appendix A for other program expenses and supplies.
Guest Meals	\$2,523,983	\$2,523,983	\$3,504,000	72.03%	Up to 3 meals estimated \$16 per resident per day, up to 600 residents, 7 days per week. Dietary restrictions will be adhered to such as diabetic, gluten free, vegetarian, vegan, etc.
Direct client assistance	\$1,024,589	\$1,024,589	\$1,024,589	100.00%	Items provided to clients such as hygiene products, bus passes, identification and SS documents. Includes Direct housing readiness assistance, rapid resolution and diversion.
Facilities	\$233,500	\$233,500	\$233,500	100.00%	Specific office space dedicated for use for the program only and not a shared space. Associated expenses can be allocated proportionately based on actual size or percentage of the building space. Associated expenses include lease, utilities and building maintenance.
Staff Program/Project Training	\$18,333	\$18,333	\$20,000	91.67%	Directly program-related training materials and registration fees.
Mileage	\$14,667	\$14,667	\$14,667	100.00%	Reimbursement of personal vehicle mileage not to exceed the standard IRS rate at the time of travel, public transportation and ride share services for work purposes related to this contract not commuting to/from work.
Professional Services	\$285,765	\$285,765	\$82,000	348.49%	Program-related expenses for services that require specialized or advanced knowledge or experience such as bio cleanup, pest control, translation and interpretation services.
Subcontracted Services	\$183,125	\$183,125	\$200,000	91.56%	Subcontracted temporary staffing services with temporary staffing agencies for program assistant positions.

Budget Category	Homelessness Resolution Funding HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Minor Equipment					Minor office equipment should directly relate to the service provided in the contract and be readily identifiable. Equipment must be essential to the scope of work and used exclusively for program/project. Minor office equipment should be less than \$500.00 per item with a maximum expense to be determined by the program requirements. Includes printer lease, HMIS scan card equipment, meal services equipment, and monitoring of security system. EXCLUDED FROM INDIRECT RATE CALCULATION
	\$50,000	\$50,000	\$50,000	100.00%	
Total Other Direct Costs	\$4,413,430	\$4,413,430	\$5,281,756	83.56%	
Total Salaries, Fringe and Other Direct Costs	\$ 7,000,130.00	\$ 7,000,130.00	9,919,011	70.57%	
Indirect Costs					
Indirect Costs	\$1,006,426	\$1,006,426	\$1,430,852	70.34%	Indirect calculated 15% of Allowable Salaries, Fringe and Other Direct Costs and first \$25,000 of Subcontract Services.
Grand Total	8,006,556	8,006,556.00	11,349,862.54	70.54%	

Appendix A
 Responsibility Matrix of Facility Related Services
 The City and County of Denver (City), Contractor is The Salvation Army (TSA)

	<i>Responsible Party</i>
Xcel Electric/Gas/Steam	City
Denver Water	City
Wastewater/Storm Sewer	City
Janitorial (incl. janitorial supplies/placing trash in dumpsters)	Contractor
Exterior litter pickup (including all pet relief)	Contractor
Common Areas Appliance Maintenance - (e.g., kitchen equipment, hood, washer/dryers, etc.)	City
Fire System (sprinklers, inspections)	City
Fire Alarm Monitoring & Fire Phone Line	City
Smoke and CO detectors	City
Fire Extinguishers (inspections)	City
Security System hardware other than cameras/software, if applicable	Contractor
Security System Monitoring, if applicable	Contractor
Security System Phone Line, if applicable	City
Security Cameras, if applicable	Contractor
Security Patrol, if applicable	Contractor
Stationary Security Guard, if applicable	Contractor
Telecom – Land Lines, if applicable	City
Telecom – Cable TV	Contractor
Telecom – Wi-Fi – Main Areas	City
Telecom – Wi-Fi – Service Provider Offices	City/Contractor – TSA can put in their own system for use in office areas at their own expense.
Mechanical (HVAC) Maintenance	City
Electrical Maintenance incl. generator, transformer, if any	City
Plumbing/Sewer (fixtures, drains, pipes)	City (structural or mechanical maintenance or replacement)
Elevators	City
Minor maintenance (i.e., plugged toilets, cleaning common area floors, changing light bulbs, any other repairs not involving specialized tools)	Contractor
Fence Maintenance and Repair, if applicable	City

PTAC Units	N/A
Interior Lighting (bulbs/ballasts) requiring specialized equipment, ladders or lifts	City
Interior Lighting – all other bulb replacements	Contractor
Pest Control and Bed Bug Treatments	Contractor
Appliance Service and Repairs	<p>TSA will not repair or replace appliances such as: fridges, microwaves, coffee makers, TVs, or hotplates, if applicable. HOST may replace these items based on availability of funding.</p> <p>TSA will maintain the common areas.</p> <p>TSA will maintain their own appliances owned, if any.</p> <p>City will maintain kitchen appliances.</p>
Trash Hauling from Dumpsters (regular ongoing, not excess)	City
Snow Removal – sidewalks, walkways, and entries	Contractor
Snow Removal – parking lot	Contractor
Landscaping & Irrigation; if applicable	City
Parking Lot Repair and Maintenance	City
Sidewalk Concrete Repair and Maintenance	City
Exterior lighting (pole lighting)	City
Windows and doors	City
Structural and roof	City
Gutters and downspouts	City
Storage Containers Cleaning and Basic Maintenance, if applicable	City/Contractor – (falls to whomever purchased/leased the boxes)
Damages caused by Contractor's invitees	Contractor
Other services not delineated in the agreement	Contractor

*Unless damage is caused by TSA or its invitees (any animal that belongs to an invitee, if any), in which case TSA pays for repair.