

Executive Summary

IEM International, Inc. – Mass Care Support Contract
City and County of Denver | Denver Human Services (DHS) & Department of Housing Stability (HOST)

Contract Term: January 1, 2026 – December 31, 2028
Total Budget: \$8,000,000 | Contract # SOCSV-202581681-00

Purpose

Denver Human Services (DHS) leads the City's mass care and emergency sheltering response during emergencies such as natural disasters, public health crises, or other large-scale incidents. This contract, co-sponsored by DHS and the Department of Housing Stability (HOST), establishes an on-call partnership with IEM International, Inc. to provide temporary disaster-response staffing and operational support for the Mass Care Department Operations Center (DOC) whenever City capacity is stressed or exceeded. In addition, HOST will utilize this contract only in extraordinary circumstances to support cold weather sheltering operations during periods of extreme weather or unusually high shelter demand.

Scope of Services

Activated upon written notice from DHS or HOST, IEM will deliver scalable emergency services—operating up to 24 hours a day, 7 days a week— which can include any of the following as selected from a menu of services outlined in the on-call contract:

- Intake & Registration: Establish and manage intake centers for displaced or affected individuals.
- Sheltering: Operate congregate and/or non-congregate shelters that meet ADA and health standards, including cold weather shelters managed in collaboration with HOST.
- Food Provision: Provide up to three daily meals plus snacks and beverages; ensure dietary and cultural accommodation.
- Medical Triage: Conduct basic health screening and coordinate with public-health authorities.
- Transportation: Shuttle services between locations such as reception, shelter, and transit hubs.
- Volunteer & Donations Management: Recruit, train, and coordinate community support.
- Security: Deliver licensed, unarmed 24/7 security personnel trained in trauma-informed care.
- Resource Referral & Counseling: Connect guests to housing, employment, health care, and benefits.
- Emergency Staff Augmentation: Supply qualified personnel for Mass Care DOC operations and logistics.

- Technology & Data Management: Track operations in City-approved systems, ensuring privacy compliance.

Operations & Activation

Services may be activated with or without a formal emergency declaration. Response timeline: Within 0–48 hours from activation notice to full shelter operations. Contractor must meet DHS and HOST standards for language access, equity, trauma-informed practice, and public-health compliance.

Reporting & Accountability

IEM must submit:

- Activity & KPI reports (per Exhibit B)
- Incident reports within 1–4 hours of occurrence
- Demobilization reports within 48 hours of stand-down

The City retains authority for program, contract, and fiscal monitoring, with full audit rights and a six-year records-retention requirement. DHS will lead overall program management and contract oversight, with HOST participating in coordination and monitoring of activities related to cold weather sheltering through contract task orders for service activation.

Fiscal Details

Rates are identified in a fee schedule menu which allows DHS and HOST to customize coverage for various staffing, sheltering, meals, and operational logistic scenarios. Annual 2% rate increase begins January 2027. Language-access and indirect costs are accounted for in the fee schedule rates. The contract is written so that funding may include FEMA, ARPA, or other federal reimbursement sources as determined per event. DHS and HOST will share costs and reimbursement responsibilities according to activation agency, activation type, and operational scope.

Equity and Community Impact

This contract was developed with Denver’s equity and inclusion values at its core. The Mass Care RFP included requirements representing 60% of total scoring to ensure that selected partners demonstrate cultural responsiveness, inclusive hiring, and equitable service delivery practices across competencies identified in the contract including food provision, transportation, resource referral and transitional counseling. All applicants were required to submit non-discrimination and diversity policies, complete the City’s Executive Order 101 documentation, and outline actionable strategies for equitable access and community representation.

IEM International, Inc., the selected contractor, is a woman-owned emergency management company with over 40 years of experience supporting diverse communities nationwide. IEM’s approach is explicitly people-centered—grounded in trauma-informed care, cultural and linguistic accessibility, and community engagement. Their teams have managed

sheltering and recovery services for at-risk populations including individuals experiencing homelessness, migrants, people with disabilities, and families with children. IEM's training programs emphasize de-escalation, motivational interviewing, and equity in service delivery.

Through this co-sponsored contract, DHS ensures that all emergency sheltering and mass care operations are delivered with dignity, respect, and responsiveness to the needs of every Denver resident, while HOST leverages the same partnership to provide safe, equitable cold weather sheltering. Together, this work aligns with the City's broader goals of equity, inclusion, and resilience.

Summary Statement

This contract ensures that Denver maintains round-the-clock readiness to provide emergency and cold weather sheltering, food, transportation, and essential care for residents and visitors during crises. Through IEM's on-call support, DHS can rapidly expand its operational capacity for mass care while HOST utilizes the same resources to meet cold weather sheltering needs. Together, the city and IEM will deliver compassionate, culturally responsive care that strengthens Denver's ability to recover from emergencies and protect its most vulnerable residents.