

The Salvation Army Non-Congregate Hotel- Based Shelters 2025 Contract Amendments

Safety, Housing, Education, & Homelessness Committee
June 18, 2025

Action Requested Today

Approval of the following contract amendments:

- 25-0886: The Salvation Army (TSA) contract to operate the Aspen in 2025 (\$7,000,000)
- 25-0884: TSA contract to operate Stone Creek in 2025 (\$4,200,000)
- 25-0885: TSA contract to operate Tamarac in 2025 (\$8,006,556)

*Note that all AIMH non-congregate shelter contracts, including these three, will terminate in December 2025; an RFP was issued on May 30, 2025, and providers will be selected in July.

What is Non-Congregate Hotel-Based Shelters

- Non-congregate hotel-based shelters (NCS) are locations where each individual or household has their own living space and private restrooms
- NCS sites provide residents with meals, laundry access, and a variety of social services



NCS Site Operations

Site operations include but are not limited to:

- NCS maintenance staff provide regularly scheduled and emergency general building repair and maintenance services, trash removal, exterior litter removal, pest control, snow removal, and minor repairs. General Services does major maintenance on city-owned sites.
- Guest service staff provide hospitality support, facilitate on-site food service, enforce program expectations, conduct room checks and ensure a safe environment
- Parking, internet, television, telephone, storage, laundry, and weekly linen changes will also be provided to guests
- All clients will be provided with 3 meals per day
- Staff operate the facility 24/7, monitor cameras, and ensure the safety of guests
- Training for all staff includes Non-Violent Crisis Prevention and Intervention (CPI) and Cardiopulmonary Resuscitation (CPR)
- At city-owned sites, General Services contracts for security guards

NCS Client Services

Client services include but are not limited to:

- 24/7 Guest Services available
- Case management services including referrals to social services, and housing-focused supportive services.
- Assistance with seeking employment
- Assistance securing or replacing vital identification documents
- Assistance obtaining benefits
- Applying for subsidized housing
- Connection to physical health services
- Facilitating a smooth transition to long-term housing programs,
- Transportation to necessary appointments.
- Mental health support, substance misuse treatment, and physical health support assistance and referrals.

Accountability

- Mandatory quarterly reporting – qualitative and quantitative.
- Minimum of at least monthly operational meetings.
- Quarterly programmatic site visits cover:
 - Quality of services provided,
 - Effectiveness of services meeting needs of the program, and
 - Review current spending and outcomes to date.
- Contract monitoring based on risk and funding source includes:
 - Review and analysis of current program information to determine the extent to which contractors are achieving established contractual goals,
 - Performance monitoring and reporting reviews,
 - Reviewing current spending and outcomes to date, and
 - Addressing any performance issues.
- All HOST contracts contain the ability for the city to cancel a contract with notice.

The Aspen Shelter Agreement

Shelter Activities at DoubleTree (4040 Quebec St.)

Action Requested Today

Approval of the following:

- **25-0886:** Amends an agreement between The Department of Housing Stability (HOST) and The Salvation Army (TSA) to provide operations and supportive services at The Aspen non-congregate shelter (NCS) through December 31, 2025. The shelter is located at 4040 Quebec St., Denver, CO 80216, and provides shelter services to adult households experiencing homelessness. The total award for 2025 for this contract is \$ 7,000,000 for a total contract amount of \$16,282,903.

The Aspen Contract Overview

- \$7,000,000 for a total of \$16,282,903 in General & Homelessness Resolution Funds for a term of 12/1/23 -12/31/25
- The Aspen will serve approximately 750 households annually through 289 non-congregate units.
- Serve all diverse populations including but not limited to men, women, young adults (aged 18-24), and individuals who identify, express, and present as transgender, non-binary, and/or gender nonconforming.
- Designated congregate areas such as the hotel ballrooms will be utilized as emergency and/or overflow congregate shelter for up to 300 individuals.

The Aspen 2025 Budget Detail

- Total Salary and Fringe Benefits: **\$3,632,980**
- Total Other Direct Costs: **\$2,485,743**
- Indirect Costs: **\$881,277**
- TOTAL: **\$7,000,000**

The Aspen Staffing

Positions	Contracted Amount (FTE)	Number of Currently Filled Positions
Administrative Leadership	4	4
DMSS Assistant Director	1	1
Aspen Assistant Director	1	1
Staff Trainer (Staff Enrichment Facilitator)	1	0
Safety and Wellness Coordinator	1	0
Program Manager	1	1
Shift Supervisors	4	4
Maintenance and Custodial Technician	7	6
Program Assistants	19	18
Facilities Director	1	1
Housing Command Center (HCC) Stabilizer Case Manager	8	3
Lead HCC Navigation Case Manager	2	1
HCC Navigation Case Manager	6	6
Lead Intake Case Manager	1	2
Intake Case Manager	8	8
Quality Assurance Specialist	1	1
Program Administrative Assistant	1	0
Total	67	57



Aspen NCS 2024 Outcome Metrics

Metrics	Total
Households Served	723
Individuals Served	730
Individuals Served/Bed	2.53
Average Length of Stay	239
Total Exits	482
Positive Exits (shelter, housing, etc.)	302
Positive Exits to Permanent Housing	230
Positive Exit Rate	62.66%
Negative Exit Rate	37.34%

The Salvation Army (TSA) Operating Agreement at The Aspen

Contract Term	3/31/2025 – 12/31/2025
Funding Source	General Fund
Contract Amount	Additional funds:\$7,000,000 Total Contract Amount: \$16,282,903

Scope of Work

- TSA in partnership with other designated services providers will provide operations and programmatic Non-Congregate and Congregate shelter activities at this site from 3/31/2025 – 12/31/2025
- TSA will serve approximately 750 households annually through 289 non-congregate units and emergency congregate sheltering

Stone Creek Shelter Agreement

Shelter Activities at 4595 Quebec St.

Action Requested Today

Approval of the following:

- **25-0884:** Approves a new contract agreement between The Department of Housing Stability (HOST) and The Salvation Army (TSA) to provide operations and supportive services at the Stone Creek non-congregate shelter (NCS) from January 1, 2025, through December 31, 2025. The shelter is located at 4595 Quebec St., Denver, CO 80216, and provides shelter services to adult households experiencing homelessness. The total award for this contract is \$4,200,000.

Contract Overview

- \$4,200,000 in General Funds for a term of 1/1/2025 -12/31/2025
- TSA will serve approximately 450 unique households annually through 182 NCS units.
- Serve all diverse populations including but not limited to men, women, young adults (aged 18-24), and individuals who identify, express, and present as transgender, non-binary, and/or gender nonconforming.

Stone Creek 2025 Budget Detail

- Total Salary and Fringe Benefits: **\$2,172,061**
- Total Other Direct Costs: **\$1,485,982**
- Indirect Costs: **\$541,957**
- TOTAL: **\$4,200,000**

Stone Creek Staffing

Positions	Contracted Amount (FTE)	Number of Currently Filled Positions
DMSS Leadership	7	7
DMSS Assistant Director	1	1
Stone Creek Assistant Director	1	1 (on-boarding)
Lead Case Manager	1	1 (on-boarding)
Case Manager (Intake Specialist)	5	4
Case Manager (Stabilizer)	2	0
Case Manager (Navigator)	2	0
Facilities/Program Manager	1	1
Maintenance and Custodial Technician	4	1 (+1 on boarding)
Shift Supervisor	4	4
Program Assistant	15	10
Total	43	31



Stone Creek 2024 Outcome Metrics

Metrics	Total
Households Served	402
Individuals Served	402
Individuals Served/Bed	2.2
Average Length of Stay	273
Total Exits	293
Positive Exits (shelter, housing, etc.)	208
Positive Exits to Permanent Housing	155
Positive Exit Rate	71%
Negative Exit Rate	29%

The Salvation Army (TSA) Operating Agreement at Stone Creek

Contract Term	1/1/2025 – 12/31/2025
Funding Source	General Fund
Contract Amount	\$4,200,000

Scope of Work

- TSA will provide operations and programmatic Non-Congregate shelter activities at this site from 1/1/2025 – 12/31/2025
- TSA will serve approximately 450 unique households annually through 182 NCS units

Tamarac Family Shelter Agreement

Shelter Activities at 7525 E. Hampden Ave.

Action Requested Today

Approval of the following:

- **25-0885:** Amends a contract with The Salvation Army to add an additional \$8,006,556 and extend the contract term by 12 months for a new contract end date of 12/31/2025. The new contract total will be \$16,013,112. These funds will be used to support family shelter intake and access services, housing focused case management and housing navigation, as well as operations at The Tamarac Family Shelter.

Contract Overview

- \$8,006,556 for a total of \$16,013,112 in Homelessness Resolution Funds for a term of 2/1/2024 -12/31/2025
- TSA is expected to serve 600 families through 205 NCS units.
- Family Definition: Household with minor children or dependent adult children
- This funding will support rapid resolution, housing-focused case management and housing navigation. Please note that expenses related to the Connection Center are currently included in this contract and will be re-allocated in 2026.
- Approximately 1,000 families will be served through the access and intake team. Additionally, 200 households will be served through rapid resolution services
- TSA will also be responsible for the day-to-day operations of the non-congregate shelter.

Tamarac 2025 Budget Detail

- Total Salary and Fringe Benefits: \$3,000,391
- Total Other Direct Costs: \$3,982,457
- Indirect Costs: \$1,023,708
- TOTAL: \$8,006,556

Tamarac Staffing

Positions	Contracted Amount (FTE)	# Currently Filled
Administrative Leadership	5	5
Family Transformational Housing Director	.75	.75
Temp Housing Asst. Director	.5	.5
Facilities Director	1	1
Program Manager	1	1
Shift Supervisors	4	4
Maintenance Technicians	7	7
Program Assistances	16	16
Lead & Housing Case Managers	12	9
Lead Housing Navigator & Housing Navigators	3	0
Intake Coordinator	1	1
School Engagement Lead & Navigators	3	2
Lead Access/Intake Coordinator	1	1
Access Case Manager	5	5
Quality Assurance Specialist	.75	.75
Total	61	54



Tamarac 2024 Outcome Metrics

Metrics	Total
Households Served	612
Individuals Served	2,147
Households Served/Bed	2.99
Average Length of Stay	114
Total Exits	587
Positive Exits (shelter, housing, etc.)	444
Positive Exits to Permanent Housing	226
Positive Exit Rate	75.6%
Negative Exit Rate	24.4%

The Salvation Army

Households Served

We expect to serve:

- 1,000 through the access and intake team,
- 600 households in emergency shelter program
- 200 with rapid resolution or diversion services.

Contract Term	January 1, 2025 to December 31, 2025
Funding Source	Homelessness Resolution Fund
Contract Amount	Additional funds:\$8,006,556 Total Contract Amount: \$16,013,112

Questions?