

## AGREEMENT

**THIS AGREEMENT** is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (the “City”), and **THE COMMUNITY FIRM**, a Colorado nonprofit corporation, whose address is 1600 N Downing St, Suite 600, Denver, CO 80218 (the “Contractor”), individually a “Party” and jointly the “Parties.”

## RECITALS

**WHEREAS**, the City awarded this Agreement to the Contractor as the result of a competitive selection to provide housing navigation and fair housing services to households in the City (this “Agreement”).

**NOW, THEREFORE**, in consideration of the mutual covenants and agreements hereinafter set forth and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties incorporate the recitals set forth above and agree as follows:

1. **COORDINATION AND LIAISON**: The Contractor shall fully coordinate all services under this Agreement with the Executive Director (“Director”) of the Department of Housing Stability (“Agency” or “HOST”) or the Director’s designee.
2. **SERVICES TO BE PERFORMED**: As the City directs, the Contractor shall diligently undertake, perform, and complete all of the services and produce all the deliverables set forth in **Exhibit A**, Scope of Work, to the City’s satisfaction and in accordance with the Program Standards set forth in **Exhibit C** and **Exhibit D**, as those Standards may be updated from time to time. The Contractor is ready, willing, and able to provide the services required by this Agreement. The Contractor shall faithfully perform the services in accordance with the standards of care, skill, training, diligence, and judgment provided by highly competent individuals performing services of a similar nature to those described in this Agreement and in accordance with the terms of this Agreement.
3. **TERM**: This Agreement will commence on January 1, 2026 and will expire, unless sooner terminated, on December 31, 2028 (the “Term”). Subject to the City’s prior written authorization, the Contractor shall complete any work in progress as of the expiration date and the Term will extend until the work is completed or earlier terminated by the City.
4. **COMPENSATION AND PAYMENT**
  - 4.1. **Budget**: The City shall pay, and the Contractor shall accept as the sole compensation for services rendered and costs incurred and paid under this Agreement payment not to exceed the line budget amounts set forth in **Exhibit A**.
  - 4.2. **Reimbursable Expenses**: There are no reimbursable expenses allowed under this Agreement. All the Contractor’s expenses are contained in the budget in **Exhibit A**. The City will not be obligated to pay the Contractor for any other fees, costs, expenses, or charges of any nature that may be incurred and paid by the Contractor in performing services under this Agreement including but not limited to personnel, benefits, contract labor, overhead, administrative costs, operating costs, supplies, equipment, and out-of-pocket expenses.

**4.3. Invoicing:** The Contractor shall provide the City with a monthly invoice in a format and with a level of detail acceptable to the City. Invoices shall be accompanied by documentation of expenses for which reimbursement is sought as well as other supporting documentation required by the City. The City's Prompt Payment Ordinance, §§ 20-107 to 20-118, D.R.M.C., applies to invoicing and payment under this Agreement.

**4.4. Maximum Contract Amount**

**4.4.1.** Notwithstanding any other provision of this Agreement, the City's maximum payment obligation will not exceed **FIVE HUNDRED THIRTY-EIGHT THOUSAND TWO HUNDRED THIRTY-FOUR DOLLARS AND ZERO CENTS (\$538,234.00)** (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**. Any services performed beyond those in **Exhibit A** or performed outside the Term are performed at the Contractor's risk and without authorization under this Agreement.

**4.4.2.** The City's payment obligation, whether direct or contingent, extends only to funds appropriated annually by the Denver City Council, paid into the Treasury of the City, and encumbered for the purpose of this Agreement. The City does not by this Agreement irrevocably pledge present cash reserves for payment or performance in future fiscal years. This Agreement does not and is not intended to create a multiple-fiscal year direct or indirect debt or financial obligation of the City.

**4.4.3.** If, as a result of any audit or program review relating to the performance of the Contractor under this Agreement, there are any irregularities or deficiencies in any audit or review, then the Contractor will, upon notice from the City, correct all identified irregularities or deficiencies within the time frames designated in the City's written notice. If corrections are not made by such date, then the final resolution of identified deficiencies or disputes shall be deemed to be resolved in the City's favor unless the Contractor obtains a resolution in its favor from the responsible official conducting the audit or review. In any event, the Contractor shall be responsible to indemnify and save harmless the City, its officers, agents, and employees, from and against all disallowed costs.

**4.5. Budget Modifications:** Budget line items may only be modified in accordance with Budget Modification Policy No. 1703-495, as amended. Notwithstanding the preceding sentence, each modification to **Exhibit A** shall not take effect until approved in writing in accordance with Budget Modification Policy No. 1703-495, and any modification to **Exhibit A** that requires an increase in the Maximum Contract Amount shall be evidenced by a written amendment prepared and executed by both Parties in the same manner as this Agreement.

**5. REPORTS AND PERFORMANCE MONITORING:** The Contractor shall provide the City with the reports described in the Exhibits, if any, in such a format as may be designated by the

City. The Contractor shall also comply with all contract closeout procedures directed by the City to be performed under this Agreement for final reimbursement, including but not limited to final review of payments, invoices, referrals, and required reporting documents, including close-out signature. The Contractor shall permit the City to monitor and review the Contractor's performance under this Agreement, provided that such monitoring and inspection shall be performed in a manner that will not unduly interfere with the Contractor's operations and the services to be provided under this Agreement.

6. **STATUS OF CONTRACTOR**: The Contractor is an independent contractor retained to perform professional or technical services for limited periods of time. Neither the Contractor nor any of its employees are employees or officers of the City under Chapter 18 of the Denver Revised Municipal Code, or for any purpose whatsoever.
7. **TERMINATION**
  - 7.1. The City has the right to terminate this Agreement with cause upon written notice effective immediately, and without cause upon ten (10) days prior written notice to the Contractor. However, nothing gives the Contractor the right to perform services under this Agreement beyond the time when its services become unsatisfactory to the City.
  - 7.2. Notwithstanding the preceding paragraph, the City may terminate this Agreement if the Contractor or any of its officers or employees are convicted, plead *nolo contendere*, enter into a formal agreement in which they admit guilt, enter a plea of guilty or otherwise admit culpability to criminal offenses of bribery, kickbacks, collusive bidding, bid-rigging, antitrust, fraud, undue influence, theft, racketeering, extortion or any offense of a similar nature in connection with the Contractor's business. Termination for the reasons stated in this paragraph is effective upon receipt of notice.
  - 7.3. Upon termination of this Agreement, with or without cause, the Contractor shall have no claim against the City by reason of, or arising out of, incidental or relating to termination, except for compensation for work duly requested and satisfactorily performed as described in this Agreement.
  - 7.4. If this Agreement is terminated, the City is entitled to and will take possession of all materials, equipment, tools, and facilities it owns that are in the Contractor's possession, custody, or control by whatever method the City deems expedient. The Contractor shall deliver all documents in any form that were prepared under this Agreement and all other items, materials and documents that have been paid for by the City to the City. These documents and materials are the property of the City. The Contractor shall mark all copies of work product that are incomplete at the time of termination "DRAFT-INCOMPLETE."
8. **EXAMINATION OF RECORDS AND AUDITS**: Any authorized agent of the City, including the City Auditor or his or her representative, has the right to access, and the right to examine, copy and retain copies, at City's election in paper or electronic form, any pertinent books, documents, papers and records related to the Contractor's performance pursuant to this Agreement, provision of any goods or services to the City, and any other transactions related to this Agreement. The Contractor shall cooperate with City representatives and City

representatives shall be granted access to the foregoing documents and information during reasonable business hours and until the latter of three (3) years after the final payment under this Agreement or expiration of the applicable statute of limitations. When conducting an audit of this Agreement, the City Auditor shall be subject to government auditing standards issued by the United States Government Accountability Office by the Comptroller General of the United States, including with respect to disclosure of information acquired during the course of an audit. No examination of records and audits pursuant to this paragraph shall require the Contractor to make disclosures in violation of state or federal privacy laws. The Contractor shall at all times comply with D.R.M.C. § 20-276.

9. **WHEN RIGHTS AND REMEDIES NOT WAIVED**: In no event will any payment or other action by the City constitute or be construed to be a waiver by the City of any breach of covenant or default that may then exist on the part of the Contractor. No payment, other action, or inaction by the City when any breach or default exists will impair or prejudice any right or remedy available to it with respect to any breach or default. No assent, expressed or implied, to any breach of any term of this Agreement constitutes a waiver of any other breach.

## 10. **INSURANCE**

10.1. **General Conditions**: The Contractor agrees to secure, at or before the time of execution of this Agreement, the following insurance covering all operations, goods or services provided pursuant to this Agreement. The Contractor shall keep the required insurance coverage in force at all times during the term of this Agreement, including any extension thereof, and during any warranty period. The required insurance shall be underwritten by an insurer licensed or authorized to do business in Colorado and rated by A.M. Best Company as "A-VIII" or better. Each policy shall require notification to the City in the event any of the required policies be canceled or non-renewed before the expiration date thereof. Such written notice shall be sent to the parties identified in the Notices Section of this Agreement. Such notice shall reference the City contract number listed on the signature page of this Agreement. Said notice shall be sent thirty (30) days prior to such cancellation or non-renewal unless due to non-payment of premiums for which notice shall be sent ten (10) days prior. If such written notice is unavailable from the insurer, the Contractor shall provide written notice of cancellation, non-renewal and any reduction in coverage to the parties identified in the Notices Section by certified mail, return receipt requested within three (3) business days of such notice by its insurer(s) and referencing the City's contract number. The Contractor shall be responsible for the payment of any deductible or self-insured retention. The insurance coverages specified in this Agreement are the minimum requirements, and these requirements do not lessen or limit the liability of the Contractor. The Contractor shall maintain, at its own expense, any additional kinds or amounts of insurance that it may deem necessary to cover its obligations and liabilities under this Agreement.

10.2. **Proof of Insurance**: The Contractor may not commence services or work relating to this Agreement prior to placement of coverages required under this Agreement. The

Contractor certifies that the certificate of insurance attached as **Exhibit B**, preferably an ACORD form, complies with all insurance requirements of this Agreement. The City requests that the City's contract number be referenced on the certificate of insurance. The City's acceptance of a certificate of insurance or other proof of insurance that does not comply with all insurance requirements set forth in this Agreement shall not act as a waiver of the Contractor's breach of this Agreement or of any of the City's rights or remedies under this Agreement. The City's Risk Management Office may require additional proof of insurance, including but not limited to policies and endorsements.

- 10.3. Additional Insureds:** For Commercial General Liability, Auto Liability and Excess Liability/Umbrella (if required), the Contractor and subcontractor's insurer(s) shall include the City and County of Denver, its elected and appointed officials, employees, and volunteers as additional insured.
- 10.4. Waiver of Subrogation:** For all coverages required under this Agreement, with the exception of Professional Liability if required, the Contractor's insurer shall waive subrogation rights against the City.
- 10.5. Subcontractors and Subconsultants:** The Contractor shall confirm and document that all subcontractors and subconsultants (including independent contractors, suppliers or other entities providing goods or services required by this Agreement) procure and maintain coverage as approved by the Contractor and appropriate to their respective primary business risks considering the nature and scope of services provided.
- 10.6. Workers' Compensation and Employer's Liability Insurance:** The Contractor shall maintain the coverage as required by statute for each work location and shall maintain Employer's Liability insurance with limits of \$100,000 per occurrence for each bodily injury claim, \$100,000 per occurrence for each bodily injury caused by disease claim, and \$500,000 aggregate for all bodily injuries caused by disease claims.
- 10.7. Commercial General Liability:** The Contractor shall maintain a Commercial General Liability insurance policy with minimum limits of \$1,000,000 for each bodily injury and property damage occurrence, \$2,000,000 products and completed operations aggregate (if applicable), and \$2,000,000 policy aggregate. Policy shall not contain an exclusion for sexual abuse, molestation, or misconduct.
- 10.8. Automobile Liability:** The Contractor shall maintain Automobile Liability with minimum limits of \$1,000,000 combined single limit applicable to all owned, hired, and non-owned vehicles used in performing services under this Agreement.
- 10.9. Cyber Liability:** Contractor shall maintain Cyber Liability coverage with minimum limits of \$1,000,000 per occurrence and \$1,000,000 policy aggregate covering claims involving privacy violations, information theft, damage to or destruction of electronic information, intentional and/or unintentional release of private information, alteration of electronic information, extortion and network security. If Claims Made, the policy shall be kept in force, or a Tail policy placed, for three (3) years.

## **11. DEFENSE AND INDEMNIFICATION**

- 11.1.** The Contractor hereby agrees to defend, indemnify, reimburse and hold harmless City, its appointed and elected officials, agents and employees for, from and against all liabilities, claims, judgments, suits or demands for damages to persons or property arising out of, resulting from, or relating to the work performed under this Agreement (“Claims”), unless such Claims have been specifically determined by the trier of fact to be the sole negligence or willful misconduct of the City. This indemnity shall be interpreted in the broadest possible manner to indemnify City for any acts or omissions of the Contractor or its subcontractors either passive or active, irrespective of fault, including City’s concurrent negligence whether active or passive, except for the sole negligence or willful misconduct of City.
- 11.2.** The Contractor’s duty to defend and indemnify City shall arise at the time written notice of the Claim is first provided to City regardless of whether Claimant has filed suit on the Claim. The Contractor’s duty to defend and indemnify City shall arise even if City is the only party sued by claimant and/or claimant alleges that City’s negligence or willful misconduct was the sole cause of claimant’s damages.
- 11.3.** The Contractor will defend any and all Claims which may be brought or threatened against City and will pay on behalf of City any expenses incurred by reason of such Claims including, but not limited to, court costs and attorney fees incurred in defending and investigating such Claims or seeking to enforce this indemnity obligation. Such payments on behalf of City will be in addition to any other legal remedies available to City and will not be the City’s exclusive remedy.
- 11.4.** Insurance coverage requirements specified in this Agreement in no way lessen or limit the liability of the Contractor under the terms of this indemnification obligation. The Contractor is responsible to obtain, at its own expense, any additional insurance that it deems necessary for the City’s protection.
- 11.5.** This defense and indemnification obligation shall survive the expiration or termination of this Agreement.
- 12. COLORADO GOVERNMENTAL IMMUNITY ACT:** In relation to this Agreement, the City is relying upon and has not waived the monetary limitations and all other rights, immunities and protection provided by the Colorado Governmental Act, C.R.S. § 24-10-101, *et seq.*
- 13. TAXES, CHARGES AND PENALTIES:** The City is not liable for the payment of taxes, late charges or penalties of any nature, except for any additional amounts that the City may be required to pay under the City’s prompt payment ordinance D.R.M.C. § 20-107, *et seq.* The Contractor shall promptly pay when due, all taxes, bills, debts, and obligations it incurs performing the services under this Agreement and shall not allow any lien, mortgage, judgment, or execution to be filed against City property.
- 14. ASSIGNMENT; SUBCONTRACTING:** The Contractor shall not voluntarily or involuntarily assign any of its rights or obligations, or subcontract performance obligations, under this Agreement without obtaining the City’s prior written consent. Any assignment or

subcontracting without such consent will be ineffective and void and will be cause for termination of this Agreement by the City. The City has sole and absolute discretion whether to consent to any assignment or subcontracting, or to terminate this Agreement because of unauthorized assignment or subcontracting. In the event of any subcontracting or unauthorized assignment: (i) the Contractor shall remain responsible to the City; and (ii) no contractual relationship shall be created between the City and any subconsultant, subcontractor, or assign.

- 15. INUREMENT:** The rights and obligations of the Parties to this Agreement inure to the benefit of and shall be binding upon the Parties and their respective successors and assigns, provided assignments are consented to in accordance with the terms of this Agreement.
- 16. NO THIRD-PARTY BENEFICIARY:** Enforcement of the terms of this Agreement and all rights of action relating to enforcement are strictly reserved to the Parties. Nothing contained in this Agreement gives or allows any claim or right of action to any third person or entity. Any person or entity other than the City or the Contractor receiving services or benefits pursuant to this Agreement is an incidental beneficiary only.
- 17. NO AUTHORITY TO BIND CITY TO CONTRACTS:** The Contractor lacks any authority to bind the City on any contractual matters. Final approval of all contractual matters that purport to obligate the City must be executed by the City in accordance with the City's Charter and the Denver Revised Municipal Code.
- 18. SEVERABILITY:** Except for the provisions of this Agreement requiring appropriation of funds and limiting the total amount payable by the City, if a court of competent jurisdiction finds any provision of this Agreement or any portion of it to be invalid, illegal, or unenforceable, the validity of the remaining portions or provisions will not be affected if the intent of the Parties can be fulfilled.
- 19. CONFLICT OF INTEREST:** No employee of the City shall have any personal or beneficial interest in the services or property described in this Agreement. The Contractor shall not hire, or contract for services with, any employee or officer of the City that would be in violation of the City's Code of Ethics, D.R.M.C. § 2-51, *et seq.*, or the Charter §§ 1.2.8, 1.2.9, and 1.2.12. The Contractor shall not engage in any transaction, activity or conduct that would result in a conflict of interest under this Agreement. The Contractor represents that it has disclosed any and all current or potential conflicts of interest. A conflict of interest shall include transactions, activities or conduct that would affect the judgment, actions or work of the Contractor by placing the Contractor's own interests, or the interests of any party with whom the Contractor has a contractual arrangement, in conflict with those of the City. The City, in its sole discretion, will determine the existence of a conflict of interest and may terminate this Agreement if it determines a conflict exists, after it has given the Contractor written notice describing the conflict.
- 20. NOTICES:** All notices required by the terms of this Agreement must be hand delivered, sent by overnight courier service, mailed by certified mail, return receipt requested, or mailed via United States mail, postage prepaid, if to the Contractor at the address aforementioned and to the City at the addresses below:

Executive Director, Department of Housing Stability  
201 W. Colfax Ave., 6th Floor  
Denver, CO 80202.

With copy to:  
Denver City Attorney's Office  
1437 Bannock St., Room 353  
Denver, Colorado 80202

Notices hand delivered or sent by overnight courier are effective upon delivery. Notices sent by certified mail are effective upon receipt. Notices sent by mail are effective upon deposit with the U.S. Postal Service. The Parties may designate substitute addresses where or persons to whom notices are to be mailed or delivered. However, these substitutions will not become effective until actual receipt of written notification.

21. **DISPUTES**: All disputes between the City and the Contractor arising out of or regarding this Agreement will be resolved by administrative hearing pursuant to the procedure established by § 56-106(b)-(f), D.R.M.C. For the purposes of that administrative procedure, the City official rendering a final determination shall be the Director as defined in this Agreement.
22. **GOVERNING LAW; VENUE**: This Agreement will be construed and enforced in accordance with applicable federal law, the laws of the State of Colorado, and the Charter, Revised Municipal Code, ordinances, regulations and Executive Orders of the City and County of Denver, which are expressly incorporated into this Agreement. Unless otherwise specified, any reference to statutes, laws, regulations, charter or code provisions, ordinances, executive orders, or related memoranda, includes amendments or supplements to same. Venue for any legal action relating to this Agreement will be in the District Court of the State of Colorado, Second Judicial District (Denver District Court).
23. **NO DISCRIMINATION IN EMPLOYMENT**: In connection with the performance of work under this Agreement, the Contractor may not refuse to hire, discharge, promote, demote, or discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status, source of income, military status, protective hairstyle, or disability. The Contractor shall insert the foregoing provision in all subcontracts.
24. **NO DISCRIMINATION IN PROGRAM ASSISTANCE**: In connection with the performance of work under this Agreement, the Contractor may not, in providing program assistance, discriminate against a program beneficiary or prospective program beneficiary on the basis of race, color, religion, national origin, ancestry, gender, age, military status, sexual orientation, gender identity or gender expression, protective hairstyle, marital or domestic partner status, political beliefs or affiliation, familial or parental status—including pregnancy,



medical condition, military service, genetic information, disability. The Contractor shall insert the foregoing provision in all subcontracts.

- 25. FAITH BASED ORGANIZATIONS AND SECTARIAN ACTIVITIES:** The Contractor shall not engage in inherently religious activities, such as worship, religious instruction, or proselytizing as part of the programs or services funded under this Agreement.
- 26. COMPLIANCE WITH ALL LAWS:** The Contractor shall perform or cause to be performed all services in full compliance with all applicable laws, rules, regulations and codes of the United States, the State of Colorado; and with the Charter, ordinances, rules, regulations and Executive Orders of the City and County of Denver. These laws, regulations, and other authorities are incorporated by reference herein to the extent that they are applicable and required by law to be so incorporated.
- 27. COMPLIANCE WITH DENVER WAGE LAWS:** To the extent applicable to the Contractor's provision of Services hereunder, the Contractor shall comply with, and agrees to be bound by, all requirements, conditions, and City determinations regarding the City's Minimum Wage and Civil Wage Theft Ordinances, Sections 58-1 through 58-26 D.R.M.C., including, but not limited to, the requirement that every covered worker shall be paid all earned wages under applicable state, federal, and city in accordance with the foregoing D.R.M.C. Sections. By executing this Agreement, the Contractor expressly acknowledges that the Contractor is aware of the requirements of the City's Minimum Wage and Civil Wage Theft Ordinances and that any failure by the Contractor, or any other individual or entity acting subject to this Agreement, to strictly comply with the foregoing D.R.M.C. Sections shall result in the penalties and other remedies authorized therein.
- 28. STATUTES, REGULATIONS, AND OTHER AUTHORITY:** Reference to any statute, rule, regulation, policy, executive order, or other authority means such authority as amended, modified, codified, replaced, or reenacted, in whole or in part, and in effect, including rules and regulations promulgated thereunder, and reference to any section or other provision of any authority means that provision of such authority in effect and constituting the substantive amendment, modification, codification, replacement, or reenactment of such section or other provision, in each case except to the extent that this would increase or alter the Parties respective liabilities under this Agreement. It shall be the Contractor's responsibility to determine which laws, rules, and regulations apply to the services rendered under this Agreement and to maintain its compliance therewith.
- 29. LEGAL AUTHORITY:** The Contractor represents and warrants that it possesses the legal authority, pursuant to any proper, appropriate, and official motion, resolution or action passed or taken, to enter into this Agreement. Each person signing and executing this Agreement on behalf of the Contractor represents and warrants that he has been fully authorized by the Contractor to execute this Agreement on behalf of the Contractor and to validly and legally bind the Contractor to all the terms, performances and provisions of this Agreement. The City shall have the right, in its sole discretion, to either temporarily suspend or permanently

terminate this Agreement if there is a dispute as to the legal authority of either the Contractor or the person signing this Agreement to enter into this Agreement.

- 30. LICENSES, PERMITS, AND OTHER AUTHORIZATIONS:** The Contractor shall secure, prior to the Term, and shall maintain, at its sole expense, all licenses, certifications, permits, and other authorizations required to perform its obligations under this Agreement. This Section is a material part of this Agreement.
- 31. PROHIBITED TERMS:** Any term or condition that requires the City to indemnify or hold the Contractor harmless; requires the City to agree to binding arbitration; requires the City to obtain certain insurance coverage; limits the Contractor's liability for damages resulting from death, bodily injury, or damage to tangible property; or that conflicts with this provision in any way shall be *void ab initio*. Any agreement containing a prohibited term shall otherwise be enforceable as if it did not contain such term or condition, and all agreements entered into by the City, except for certain intergovernmental agreements, shall be governed by Colorado law notwithstanding any term or condition to the contrary.
- 32. DEBARMENT AND SUSPENSION:** The Contractor acknowledges that neither it nor its principals nor any of its subcontractors are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from entering into this Agreement by any federal agency or by any department, agency, or political subdivision of the State of Colorado. The Contractor shall immediately notify the City if any subcontractor becomes debarred or suspended, and shall, at the City's request, take all steps required to terminate its contractual relationship with the subcontractor for work to be performed under this Agreement.
- 33. NO CONSTRUCTION AGAINST DRAFTING PARTY:** The Parties and their respective counsel have had the opportunity to review this Agreement, and this Agreement will not be construed against any Party merely because any provisions of this Agreement were prepared by a particular Party.
- 34. ORDER OF PRECEDENCE:** In the event of any conflicts between the language of this Agreement and the exhibits, the language of this Agreement controls.
- 35. INTELLECTUAL PROPERTY RIGHTS:** The City and the Contractor intend that all property rights to any and all materials, text, logos, documents, booklets, manuals, references, guides, brochures, advertisements, URLs, domain names, music, sketches, web pages, plans, drawings, prints, photographs, specifications, software, data, products, ideas, inventions, and any other work or recorded information created by the Contractor and paid for by the City pursuant to this Agreement, in preliminary or final form and on any media whatsoever (collectively, "Materials"), shall belong to the City. The Contractor shall disclose all such items to the City and shall assign such rights over to the City upon completion of the Project. To the extent permitted by the U.S. Copyright Act, 17 USC § 101, *et seq.*, the Materials are a "work made for hire" and all ownership of copyright in the Materials shall vest in the City at the time the Materials are created. To the extent that the Materials are not a "work made for hire," the Contractor (by this Agreement) sells, assigns and transfers all right, title and interest in and to the Materials to the City, including the right to secure copyright, patent, trademark, and other

intellectual property rights throughout the world and to have and to hold such rights in perpetuity. The Parties agree that all materials, text, logos, documents, booklets, manuals, references, guides, brochures, advertisements, URLs, domain names, music, sketches, web pages, plans, drawings, prints, photographs, specifications, software, data, products, ideas, inventions, and any other work or recorded information of the Contractor made available, directly or indirectly, by the Contractor to the City as part of the Scope of Services (collectively, “Contractor Materials”), are the exclusive property of the Contractor or the third parties from whom the Contractor has secured the rights to use such product. Contractor Materials, processes, methods, and services shall at all times remain the property of the Contractor; however, the Contractor hereby grants to the City a nonexclusive, royalty free, perpetual, and irrevocable license to use Contractor Materials. The Contractor shall mark or identify all such Contractor Materials to the City.

**36. SURVIVAL OF CERTAIN PROVISIONS:** The terms of this Agreement and any exhibits and attachments that by reasonable implication contemplate continued performance, rights, or compliance beyond expiration or termination of this Agreement survive this Agreement and will continue to be enforceable. Without limiting the generality of this provision, the Contractor’s obligations to provide insurance and to indemnify the City will survive for a period equal to any and all relevant statutes of limitation, plus the time necessary to fully resolve any claims, matters, or actions begun within that period.

**37. ADVERTISING AND PUBLIC DISCLOSURE:** The Contractor shall not include any reference to this Agreement or to services performed pursuant to this Agreement in any of the Contractor’s advertising or public relations materials without first obtaining the written approval of the City. Any oral presentation or written materials related to services performed under this Agreement will be limited to services that have been accepted by the City. The Contractor shall notify the City in advance of the date and time of any presentation. Nothing in this provision precludes the transmittal of any information to City officials.

**38. CONFIDENTIAL INFORMATION:**

**38.1.** “Confidential Information” means all information or data disclosed in written or machine recognizable form and is marked or identified at the time of disclosure as being confidential, proprietary, or its equivalent. Each of the Parties may disclose (a “Disclosing Party”) or permit the other Party (the “Receiving Party”) access to the Disclosing Party’s Confidential Information in accordance with the following terms. Except as specifically permitted in this Agreement or with the prior express written permission of the Disclosing Party, the Receiving Party shall not: (i) disclose, allow access to, transmit, transfer or otherwise make available any Confidential Information of the Disclosing Party to any third party other than its employees, subcontractors, agents and consultants that need to know such information to fulfil the purposes of this Agreement, and in the case of non-employees, with whom it has executed a non-disclosure or other agreement which limits the use, reproduction and disclosure of the Confidential Information on terms that afford at least as much protection to the Confidential Information as the provisions of this

Agreement; or (ii) use or reproduce the Confidential Information of the Disclosing Party for any reason other than as reasonably necessary to fulfil the purposes of this Agreement. This Agreement does not transfer ownership of Confidential Information or grant a license thereto. The City will retain all right, title, and interest in its Confidential Information.

**38.2.** The Contractor shall provide for the security of Confidential Information and information which may not be marked, but constitutes personally identifiable information, HIPAA, CJIS, or other federally or state regulated information (“Regulated Data”) in accordance with all applicable laws, rules, policies, publications, and guidelines. If the Contractor receives Regulated Data outside the scope of this Agreement, it shall promptly notify the City.

**38.3.** Confidential Information that the Receiving Party can establish: (i) was lawfully in the Receiving Party’s possession before receipt from the Disclosing Party; or (ii) is or becomes a matter of public knowledge through no fault of the Receiving Party; or (iii) was independently developed or discovered by the Receiving Party; or (iv) was received from a third party that was not under an obligation of confidentiality, shall not be considered Confidential Information under this Agreement. The Receiving Party will inform necessary employees, officials, subcontractors, agents, and officers of the confidentiality obligations under this Agreement, and all requirements and obligations of the Receiving Party under this Agreement shall survive the expiration or earlier termination of this Agreement.

**38.4.** Nothing in this Agreement shall in any way limit the ability of the City to comply with any laws or legal process concerning disclosures by public entities. The Parties understand that all materials exchanged under this Agreement, including Confidential Information, may be subject to the Colorado Open Records Act., § 24-72-201, *et seq.*, C.R.S., (the “Act”). In the event of a request to the City for disclosure of confidential materials, the City shall advise the Contractor of such request in order to give the Contractor the opportunity to object to the disclosure of any of its materials which it marked as, or otherwise asserts is, proprietary or confidential. If the Contractor objects to disclosure of any of its material, the Contractor shall identify to the City the legal basis under the Act for any right to withhold. In the event of any action or the filing of a lawsuit to compel disclosure, the Contractor agrees to intervene in such action or lawsuit to protect and assert its claims of privilege against disclosure of such material or waive the same. If the matter is not resolved, the City will tender all material to the court for judicial determination of the issue of disclosure. The Contractor further agrees to defend, indemnify and save and hold harmless the City, its officers, agents and employees, from any claim, damages, expense, loss or costs arising out of the Contractor’s intervention to protect and assert its claim of privilege against disclosure under this Article, including but not limited to, prompt reimbursement to the City of all reasonable attorney fees, costs, and damages that the City may incur directly or may be ordered to pay.

### **39. PROTECTED INFORMATION AND DATA PROTECTION:**

- 39.1. Compliance with Data Protection Laws:** The Contractor shall comply with all applicable laws, rules, regulations, directives, and policies relating to data protection, use, collection, disclosures, processing, and privacy as they apply to the Contractor under this Agreement, including, without limitation, applicable industry standards or guidelines based on the data's classification relevant to the Contractor's performance hereunder and, when applicable, the most recent iterations of § 24-73-101, *et seq.*, C.R.S.; § 24-85-103 (2.5), C.R.S.; IRS Publication 1075; the Health Information Portability and Accountability Act (HIPAA); the U.S. Department of Justice, Federal Bureau of Investigation, Criminal Justice Information Services Security Policy for all Criminal Justice Information; the Colorado Consumer Protection Act; and the Payment Card Industry Data Security Standard (PCI-DSS), (collectively, "Data Protection Laws"). If the Contractor becomes aware that it cannot reasonably comply with the terms or conditions contained herein due to a conflicting law or policy, the Contractor shall promptly notify the City.
- 39.2. Personal Information:** "PII" means personally identifiable information including, without limitation, any information maintained by the City about an individual that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records. PII includes, but is not limited to, all information defined as personally identifiable information in §§ 24-73-101, C.R.S. "PII" shall also mean "personal information" as set forth at § 24-73-103(1)(g), C.R.S. If receiving PII under this Agreement, the Contractor shall provide for the security of such PII, in a manner and form acceptable to the City, including, without limitation, City non-disclosure requirements, use of appropriate technology, security practices, computer access security, data access security, data storage encryption, data transmission encryption, and security audits. In addition, as set forth in § 28-251, D.R.M.C., the Contractor, including, but not limited to, the Contractor's employees, agents, and subcontractors, shall not collect or disseminate individually identifiable information about the national origin, immigration, or citizenship status of any person, over and above the extent to which the City is required, under this Agreement, to collect or disseminate such information in accordance with any federal, state, or local law.
- 39.3. Safeguarding Protected Information:** "Protected Information" means data, regardless of form, that has been designated as private, proprietary, protected, or confidential by law, policy, or the City. Protected Information includes, but is not limited to, employment records, protected health information, student records, education records, criminal justice information, personal financial records, research data, trade secrets, classified government information, other regulated data, and PII. Protected Information shall not include public records that by law must be made available to the public pursuant to the Colorado Open Records Act § 24-72-201, *et seq.*, C.R.S. To the extent there is any uncertainty as to whether data constitutes Protected Information, the data in question shall be treated as Protected Information until a determination is made by the City or an appropriate legal authority. Unless the City provides security protection for the

information it discloses to the Contractor, the Contractor shall implement and maintain reasonable security procedures and practices that are both appropriate to the nature of the Protected Information disclosed and that are reasonably designed to help safeguard Protected Information from unauthorized access, use, modification, disclosure, or destruction. Disclosure of Protected Information does not include disclosure to a third party under circumstances where the City retains primary responsibility for implementing and maintaining reasonable security procedures and practices appropriate to the nature of the Protected Information, and the City implements and maintains technical controls reasonably designed to safeguard Protected Information from unauthorized access, modification, disclosure, or destruction or effectively eliminate the third party's ability to access Protected Information, notwithstanding the third party's physical possession of Protected Information. If the Contractor has been contracted to maintain, store, or process personal information on the City's behalf, the Contractor is a "Third-Party Service Provider" as defined by § 24-73-103(1)(i), C.R.S., and shall maintain security procedures and practices consistent with §§24-73-101, *et seq.*, C.R.S.

**39.4. Data Access and Integrity:** The Contractor shall implement and maintain all appropriate administrative, physical, technical, and procedural safeguards necessary and appropriate to ensure compliance with the standards, guidelines, and Data Protection Laws applicable to the Contractor's performance hereunder to ensure the security and confidentiality of all data. The Contractor shall protect against threats or hazards to the security or integrity of data; protect against unauthorized disclosure, access to, or use of any data; restrict access to data as necessary; and ensure the proper use of data. The Contractor shall not engage in "data mining" except as specifically and expressly required by law or authorized in writing by the City. All data and Protected Information shall be maintained and securely transferred in accordance with industry standards. Unless otherwise required by law, the City has exclusive ownership of all data it discloses under this Agreement, and the Contractor shall have no right, title, or interest in data obtained in connection with the services provided herein.

**39.5. Data Retention, Transfer, Litigation Holds, and Destruction:** Using appropriate and reliable storage media, the Contractor shall regularly backup data used in connection with this Agreement and retain such backup copies consistent with the Contractor's data retention policies. Upon termination of this Agreement, the Contractor shall securely delete or securely transfer all data, including Protected Information, to the City in an industry standard format as directed by the City; however, this requirement shall not apply to the extent the Contractor is required by law to retain data, including Protected Information. Upon the City's request, the Contractor shall confirm the data disposed of, the date disposed of, and the method of disposal. With respect to any data in the Contractor's exclusive custody, the City may request that the Contractor preserve such data outside of its usual record retention policies. The City will promptly coordinate with the Contractor regarding the preservation and disposition of any data and records relevant

to any current or anticipated litigation, and the Contractor shall continue to preserve the records until further notice by the City. Unless otherwise required by law or regulation, when paper or electronic documents are no longer needed, the Contractor shall destroy or arrange for the destruction of such documents within its custody or control that contain Protected Information by shredding, erasing, or otherwise modifying the Protected Information in the paper or electronic documents to make it unreadable or indecipherable.

**39.6. Software and Computing Systems:** At its reasonable discretion, the City may prohibit the Contractor from the use of certain software programs, databases, and computing systems with known vulnerabilities to collect, use, process, store, or generate data and information, with Protected Information, received as a result of the Contractor's services under this Agreement. The Contractor shall comply with all requirements, if any, associated with the use of software programs, databases, and computing systems as reasonably directed by the City. The Contractor shall not use funds paid by the City for the acquisition, operation, or maintenance of software in violation of any copyright laws or licensing restrictions. The Contractor shall maintain commercially reasonable network security that, at a minimum, includes network firewalls, intrusion detection/prevention, enhancements, or updates consistent with evolving industry standards, and periodic penetration testing.

**39.7. Background Checks:** The Contractor will ensure that, prior to being granted access to Protected Information, the Contractor's agents, employees, subcontractors, volunteers, or assigns who perform work under this Agreement have all undergone and passed all necessary criminal background screenings, have successfully completed annual instruction of a nature sufficient to enable them to effectively comply with all data protection provisions of this Agreement and Data Protection Laws, and possess all qualifications appropriate to the nature of the employees' duties and the sensitivity of the data.

**39.8. Subcontractors and Employees:** If the Contractor engages a subcontractor under this Agreement, the Contractor shall impose data protection terms that provide at least the same level of data protection as in this Agreement and to the extent appropriate to the nature of the services provided. The Contractor shall monitor the compliance with such obligations and remain responsible for its subcontractor's compliance with the obligations of this Agreement and for any of its subcontractors acts or omissions that cause the Contractor to breach any of its obligations under this Agreement. Unless the Contractor provides its own security protection for the information it discloses to a third party, the Contractor shall require the third party to implement and maintain reasonable security procedures and practices that are appropriate to the nature of the Protected Information disclosed and that are reasonably designed to protect it from unauthorized access, use, modification, disclosure, or destruction. Any term or condition within this Agreement relating to the protection and confidentiality of any disclosed data shall apply equally to both the Contractor and any of its subcontractors, agents, assigns, employees, or

volunteers. Upon request, the Contractor shall provide the City copies of its record retention, data privacy, and information security policies.

**39.9. Security Breach:** If the Contractor becomes aware of an unauthorized acquisition or disclosure of unencrypted data, in any form, that compromises the security, access, confidentiality, or integrity of Protected Information or data maintained or provided by the City (“Security Breach”), the Contractor shall notify the City in the most expedient time and without unreasonable delay. The Contractor shall fully cooperate with the City regarding recovery, lawful notices, investigations, remediation, and the necessity to involve law enforcement, as determined by the City and Data Protection Laws. The Contractor shall preserve and provide all information relevant to the Security Breach to the City; provided, however, the Contractor shall not be obligated to disclose confidential business information or trade secrets. The Contractor shall indemnify, defend, and hold harmless the City for any and all claims, including reasonable attorneys’ fees, costs, and expenses incidental thereto, which may be suffered by, accrued against, charged to, or recoverable from the City in connection with a Security Breach or lawful notices.

**39.10. Request for Additional Protections and Survival:** In addition to the terms contained herein, the City may reasonably request that the Contractor protect the confidentiality of certain Protected Information or other data in specific ways to ensure compliance with Data Protection Laws and any changes thereto. Unless a request for additional protections is mandated by a change in law, the Contractor may reasonably decline the City’s request to provide additional protections. If such a request requires the Contractor to take steps beyond those contained herein, the Contractor shall notify the City with the anticipated cost of compliance, and the City may thereafter, in its sole discretion, direct the Contractor to comply with the request at the City’s expense; provided, however, that any increase in costs that would increase the Maximum Contract Amount must first be memorialized in a written amendment complying with City procedures. Obligations contained in this Agreement relating to the protection and confidentiality of any disclosed data shall survive termination of this Agreement, and the Contractor shall continue to safeguard all data for so long as the data remains confidential or protected and in the Contractor’s possession or control.

**40. TIME IS OF THE ESSENCE:** The Parties agree that in the performance of the terms, conditions, and requirements of this Agreement, time is of the essence.

**41. PARAGRAPH HEADINGS:** The captions and headings set forth herein are for convenience of reference only and shall not be construed to define or limit the terms and provisions hereof.

**42. CITY EXECUTION OF AGREEMENT:** This Agreement will not be 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.

**43. AGREEMENT AS COMPLETE INTEGRATION-AMENDMENTS:** This Agreement is the complete integration of all understandings between the Parties as to the subject matter of this Agreement. No prior, contemporaneous, or subsequent addition, deletion, or other



modification has any force or effect, unless embodied in this Agreement in writing. No oral representation by any officer or employee of the City at variance with the terms of this Agreement or any written amendment to this Agreement will have any force or effect or bind the City.

44. **USE, POSSESSION OR SALE OF ALCOHOL OR DRUGS:** The Contractor shall cooperate and comply with the provisions of Executive Order 94 and its Attachment A concerning the use, possession or sale of alcohol or drugs. Violation of these provisions or refusal to cooperate with implementation of the policy can result in contract personnel being barred from City facilities and from participating in City operations.
45. **ELECTRONIC SIGNATURES AND ELECTRONIC RECORDS:** The Contractor consents to the use of electronic signatures by the City. This Agreement, and any other documents requiring a signature under this Agreement, may be signed electronically by the City in the manner specified by the City. The Parties agree not to deny the legal effect or enforceability of this Agreement solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of this Agreement in the form of an electronic record, or a paper copy of an electronic document, or a paper copy of a document bearing an electronic signature, on the ground that it is an electronic record or electronic signature or that it is not in its original form or is not an original.
46. **ATTACHED EXHIBITS INCORPORATED:** The following attached exhibits are hereby incorporated into and made a material part of this Agreement: **Exhibit A**, Scope of Work; **Exhibit B**, Certificate of Insurance; **Exhibit C** Program Standards and **Exhibit D** Fair Housing Program Standards.

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**Contract Control Number:**  
**Contractor Name:**

HOST-202582328  
THE COMMUNITY FIRM

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-202582328  
THE COMMUNITY FIRM

By:  \_\_\_\_\_

Name: Sam Gilman  
(please print)

Title: Co-Founder & Co-CEO  
(please print)

ATTEST: [if required]

By: \_\_\_\_\_

Name: \_\_\_\_\_  
(please print)

Title: \_\_\_\_\_  
(please print)

**EXHIBIT A**  
**SCOPE OF WORK**  
**DEPARTMENT OF HOUSING STABILITY**  
**The Community Firm**  
**HOST-202582328**

**I. INTRODUCTION**

**Contract Term Dates:** January 1, 2026 – December 31, 2028

**Project Description:**

This agreement is entered between the Department of Housing Stability (HOST) and The Community Firm Community Economic Defense Project (CEDP) for the purpose of providing Housing Navigation and Fair Housing services to households in the City and County of Denver. The award amount for this contract is \$538,234.00 (\$175,000.00 for 2026, \$179,375.00 for 2027 and \$183,859.00 for 2028).

Funding Source:	General Fund
Project Name:	Housing Navigation and Fair Housing
Budget Type:	<b>Focused Cost Reimbursement</b>
Contractor Address:	1600 Downing Street Suite 600 Denver, CO 80218
Organization Type:	Non-Profit

**II. SERVICES DESCRIPTION**

A. CEDP will be responsible for adhering to the Housing Navigation and Fair Housing Program Standards document to be provided by HOST.

B. List of Services to be provided by contractor

1. Community-Based Resource Referral and Navigation:

- a. Provide culturally competent technical assistance and language support to Denver households at or below 80% of the Area Median Income (AMI) that are applying for emergency housing resources. Such services should include real-time capability for language translation and interpretation services that promote equitable access to housing stabilization resources.
- b. Ensure applicants are expeditiously connected to all available resources designed to prevent involuntary displacement among renters and homeowners.
- c. Support residents in applying for relevant resources as needed. Such resources include but are not limited to:
  - i. Financial assistance programs for renters and homeowners including the Denver Foreclosure Financial Assistance Program, the Colorado Emergency Rental Assistance (CERA) Program, and the Temporary Rental and Utility Assistance (TRUA) Program.

- ii. Eviction and Foreclosure Legal Defense Programs
  - iii. Utility assistance programs such as the Colorado Low-Income Energy Assistance Program (LEAP) Energy Outreach Colorado, and/or TRUA
  - iv. Property Tax Relief and Deferral Programs
  - v. Home Modification/Repair Programs
  - vi. Denver Office of Financial Empowerment and Protection (OFEP)
2. Fair Housing Education, Advocacy, Outreach, and Enforcement:
- a. Receive and evaluate complaints of fair housing discrimination from Denver households at or below 80% of the Area Median Income (AMI).
  - b. Conduct interviews of potential victims of housing discrimination, enforcing valid claims by referring to administrative enforcement agencies for litigation, including but not limited to the Colorado Civil Rights Division (CCRD) and the U.S. Department of Housing and Urban Development (HUD).
  - c. Conduct fair housing testing and evaluate subsequent testing results to determine what mediation, conciliation, or other remedies may be available to victims of housing discrimination.
  - d. Provide fair housing educational trainings to increase knowledge of fair housing rights, responsibilities, and remedies under State and National fair housing laws.

### **III. ROLES AND RESPONSIBILITIES FOR BOTH PARTIES**

#### **A. Contractor will:**

- 1. Work with City to host any city-designated sensitivity training on an annual basis.
- 2. Provide any online modular 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](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.
- 3. Post the City and County of Denver’s Anti-Discrimination Office signage in an area where information is available to staff and program participants.
- 4. Ensure completion of requisite training as outlined by HOST Program Standards document.
- 5. Obtain consumer input at least quarterly. Gathering and utilizing consumer input ensures that the services provided effectively address the needs and preferences of the individuals/households served by this contractor. Feedback will collect information to ensure equity in access and outcomes. The City reserves the right to issue specific guidelines on the methods for collecting and integrating consumer

feedback which may include use of a third-party evaluator. Details will be outlined in Program Standards documents.

6. 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.

**B. 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 access to the HOST Program Standards document and HOST will communicate any changes or updates made to the document.

**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
Housing Counselors	Personalized housing navigation services that facilitate direct access to available housing stability resources	Households assisted with applying for a household stability program	200	Households referred to a housing stability resource/program	80%	Decrease in involuntary displacement among low-to-moderate income renters/homeowners
Fair Housing Legal Assistance		Households provided with language access services	100	Equitable access to available housing stability resources	100%	
Training, Education, & Outreach	Personalized fair housing interviews, intakes, and investigations	Households provided with interviews and/or investigations of fair housing discrimination claims	20	Households with potentially valid discrimination claims are provided legal advice	85%	
Subcontract Language Services	Monthly events promoting renters' rights and connections to legal services	Households served through a fair housing seminar, training, and/or education session	200	Increase in community's awareness of fair housing rights	100%	Services provided effectively address the needs and preferences of the households served by this contractor
Pulse for Good Surveys	General language access, interpretation, and translation services					
	Satisfaction Surveys	HHs provided a satisfaction survey	100%	HHs served report satisfaction with service(s) received	70%	

## VI. REPORTING

- A. Contractors will be required to use HOST Programs Community to submit all program narrative and qualitative data reports. These reports are due the 15<sup>th</sup> 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.
- B. HOST Programs Community will provide Contractor with an online portal to submit report for each reporting period. Supplemental reporting may be required when HMIS and/or programs community 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.
- C. 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.
- D. 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.
- E. 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 – 660  
Year 2026:  
Housing Navigation: 200  
Fair Housing): 20  
Year 2027:  
Housing Navigation): 200  
Fair Housing): 20  
Year 2028:  
Housing Navigation): 200



Fair Housing): 20

- 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.

## **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 15<sup>th</sup> 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. Sign Up to send all reimbursement documentation (including this form) to:  
<https://denvergovhostlightningforce.my.site.com/AffordableHousing/s/partner-sign-up>

#### **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 twenty-five thousand dollars (\$25,000) 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. All Contractors are responsible for completing required HOST contract close-out forms and submitting these forms to their appropriate HOST Contract Specialist within ninety (90-days) days after the Agreement end date, or sooner if required by HOST in writing.
3. Contract close out forms will be provided to the Contractor by HOST prior to end of contract.
4. 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**

- A. Provide Housing Navigation, and Fair Housing services to households in the City and County of Denver. The organization will not receive income from operations. Both personnel and non-personnel costs are being funded.

Housing Navigation	Amount
Year 2026	\$175,000.00
Year 2027	\$179,375.00
Year 2028	\$183,859.00
<b>TOTAL</b>	<b>\$538,234.00</b>

**IX. Budget**

Contract Program Budget Summary					
Contractor Name/Project:	Community Economic Defense Project (CEDP)				
City Contract #:	HOST-202582328				
Budget Term:	1/1/2026-12/31/2026	Program/Fiscal Year:		2026	
Budget Category	General Fund - Stability HOST Funding (2026)	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Housing Counseling	\$75,000	\$75,000	\$75,000	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: Full-time role Housing Counselor role focusing on providing HUD-certified housing counseling and navigation services to help Denver residents prevent displacement, access resources, and understand their rights.
Legal Assistant	\$15,450	\$15,450	\$15,450	100.00%	Part-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: Part time non-attorney legal staff creates educational materials and puts on trainings/seminars/education sessions regarding tenants' fair housing rights, responsibilities, and remedies under State and National fair housing laws. May also investigate potential claims of fair housing violations and/or interview victims of housing discrimination and make referrals to administrative enforcement agencies.
Staff Attorney	\$19,313	\$19,313	\$19,313	100.00%	Part-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: Part time attorney interviews and/or investigates potential housing discrimination claims and/or provides advice or representation to households seeking assistance with possible housing discrimination claims. May also make referrals to administrative enforcement agencies.
Supervisor	\$11,100	\$11,100	\$11,100	100.00%	Part-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: Part-time role supervisor will oversee and guide the Housing Counselor in meeting HUD standards, managing caseloads, and ensuring quality client services. They are responsible for monitoring performance, tracking customer satisfaction surveys, coordinating across departments, and ensuring accurate reporting for both grants and HUD compliance.

Budget Category	General Fund - Stability HOST Funding (2026)	Total Costs requested from HOST	Agency Total		Budget Narrative
<b>Total Salary:</b>	<b>\$120,863</b>	<b>\$120,863</b>	<b>\$120,863</b>	100.00%	
<b>Fringe Benefits</b>	<b>\$24,173</b>	<b>\$24,173</b>	<b>\$24,173</b>	100.00%	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.
<b>Total Salary and Fringe Benefits:</b>	<b>\$145,036</b>	<b>\$145,036</b>	<b>\$145,036</b>	100.00%	
<b>Other Direct Costs</b>	Amount	Subtotal	Amount	%	
Software	\$6,090	\$6,090	\$6,090	100.00%	Cost for employee software and license needs for the year.
Transportation	\$336	\$336	\$336	100.00%	Travel for Navigation and Attorney.
Program Expenses & Supplies	\$712	\$712	\$712	100.00%	Litigation costs including experts, filing fees, depositions, and housing navigation application fees
<b>Total Other Direct Costs</b>	<b>\$7,138</b>	<b>\$7,138</b>	<b>\$7,138</b>	100.00%	
<b>Total Salaries, Fringe and Other Direct Costs</b>	<b>\$ 152,174.00</b>	<b>\$ 152,174.00</b>	<b>152,174</b>	100.00%	
<b>Indirect Costs</b>					
<b>Indirect Costs</b>	\$22,826.00	\$22,826	<b>\$22,826</b>	100.00%	Indirect calculated 15% of Salaries, Fringe and Other Direct Costs
<b>Grand Total</b>	<b>175,000.00</b>	<b>175,000.00</b>	<b>175,000.00</b>	100.00%	



Contract Program Budget Summary					
Contractor Name/Project:	Community Economic Defense Project (CEDP)				
City Contract #:	HOST-202582328				
Budget Term:	1/1/2027-12/31/2027		Program/Fiscal Year:		2027
Budget Category	General Fund - Stability HOST Funding (2027)	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Housing Counseling	\$76,875	\$76,875	\$76,875	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: Full-time role Housing Counselor role focusing on providing HUD-certified housing counseling and navigation services to help Denver residents prevent displacement, access resources, and understand their rights.
Legal Assistant	\$15,836	\$15,836	\$15,836	100.00%	Part-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: Part time non-attorney legal staff creates educational materials and puts on trainings/seminars/education sessions regarding tenants' fair housing rights, responsibilities, and remedies under State and National fair housing laws. May also investigate potential claims of fair housing violations and/or interview victims of housing discrimination and make referrals to administrative enforcement agencies.
Staff Attorney	\$19,796	\$19,796	\$19,796	100.00%	Part-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: Part time attorney interviews and/or investigates potential housing discrimination claims and/or provides advice or representation to households seeking assistance with possible housing discrimination claims. May also make referrals to administrative enforcement agencies.
Supervisor	\$11,378	\$11,378	\$11,378	100.00%	Part-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: Part-time role supervisor will oversee and guide the Housing Counselor in meeting HUD standards, managing caseloads, and ensuring quality client services. They are responsible for monitoring performance, tracking customer satisfaction surveys, coordinating across departments, and ensuring accurate reporting for both grants and HUD compliance.

Budget Category	General Fund - Stability HOST Funding (2027)	Total Costs requested from HOST	Agency Total		Budget Narrative
<b>Total Salary:</b>	<b>\$123,885</b>	<b>\$123,885</b>	<b>\$123,885</b>	100.00%	
<b>Fringe Benefits</b>	<b>\$24,777</b>	<b>\$24,777</b>	<b>\$24,777</b>	100.00%	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.
<b>Total Salary and Fringe Benefits:</b>	<b>\$148,661</b>	<b>\$148,661</b>	<b>\$148,661</b>	100.00%	
<b>Other Direct Costs</b>	Amount	Subtotal	Amount	%	
Software	\$6,242	\$6,242	\$6,242	100.00%	Cost for employee software and license needs for the year.
Transportation	\$344	\$344	\$344	100.00%	Travel for Navigation and Attorney.
Program Expenses & Supplies	\$730	\$730	\$730	100.00%	Litigation costs including experts, filing fees, depositions, and housing navigation application fees
<b>Total Other Direct Costs</b>	<b>\$7,317</b>	<b>\$7,317</b>	<b>\$7,317</b>	100.00%	
<b>Total Salaries, Fringe and Other Direct Costs</b>	<b>\$ 155,978.35</b>	<b>\$ 155,978.35</b>	<b>155,978</b>	100.00%	
<b>Indirect Costs</b>					
<b>Indirect Costs</b>	\$23,397.00	\$23,397	<b>\$23,397</b>	100.00%	Indirect calculated 15% of Salaries, Fringe and Other Direct Costs
<b>Grand Total</b>	<b>179,375</b>	<b>179,375</b>	<b>179,375</b>	100.00%	

Contract Program Budget Summary					
Contractor Name/Project:	Community Economic Defense Project (CEDP)				
City Contract #:	HOST-202582328				
Budget Term:	1/1/2028-12/31/2028		Program/Fiscal Year:		2028
Budget Category	General Fund -Stability HOST Funding (2028)	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Housing Counseling	\$78,797	\$78,797	\$78,797	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: Full-time role Housing Counselor role focusing on providing HUD-certified housing counseling and navigation services to help Denver residents prevent displacement, access resources, and understand their rights.
Legal Assistant	\$16,232	\$16,232	\$16,232	100.00%	Part-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: Part time non-attorney legal staff creates educational materials and puts on trainings/seminars/education sessions regarding tenants' fair housing rights, responsibilities, and remedies under State and National fair housing laws. May also investigate potential claims of fair housing violations and/or interview victims of housing discrimination and make referrals to administrative enforcement agencies.
Staff Attorney	\$20,291	\$20,291	\$20,291	100.00%	Part-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: Part time attorney interviews and/or investigates potential housing discrimination claims and/or provides advice or representation to households seeking assistance with possible housing discrimination claims. May also make referrals to administrative enforcement agencies.
Supervisor	\$11,662	\$11,662	\$11,662	100.00%	Part-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: Part-time role supervisor will oversee and guide the Housing Counselor in meeting HUD standards, managing caseloads, and ensuring quality client services. They are responsible for monitoring performance, tracking customer satisfaction surveys, coordinating across departments, and ensuring accurate reporting for both grants and HUD compliance.
<b>Total Salary:</b>	<b>\$126,982</b>	<b>\$126,982</b>	<b>\$126,982</b>	<b>100.00%</b>	

Budget Category	General Fund -Stability HOST Funding (2028)	Total Costs requested from HOST	Agency Total		Budget Narrative
Fringe Benefits	\$25,396	\$25,396	\$25,396	100.00%	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:	\$152,378	\$152,378	\$152,378	100.00%	
Other Direct Costs	Amount	Subtotal	Amount	%	
Software	\$6,398	\$6,398	\$6,398	100.00%	Cost for employee software and license needs for the year.
Transportation	\$353	\$353	\$353	100.00%	Travel for Navigation and Attorney.
Program Expenses & Supplies	\$748	\$748	\$748	100.00%	Litigation costs including experts, filing fees, depositions, and housing navigation application fees
Total Other Direct Costs	\$7,499	\$7,499	\$7,499	100.00%	
Total Salaries, Fringe and Other Direct Costs	\$ 159,876.93	\$ 159,876.93	159,877	100.00%	
Indirect Costs					
Indirect Costs	\$23,982.00	\$23,982	\$23,982	100.00%	Indirect calculated 15% of Salaries, Fringe and Other Direct Costs
Grand Total	183,859	183,859	183,859	100.00%	



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/16/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>AP Intego Insurance Group, LLC</b> 1601 Trapelo Rd Suite 280 Waltham, MA 02451	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): E-MAIL ADDRESS: <b>support@apintego.com</b>		<b>FAX (A/C, No):</b>
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A : ACE Property and Casualty Insurance Company</b>		<b>20699</b>
	<b>INSURER B : Hartford Fire &amp; Its P&amp;C Affiliates</b>		<b>00914</b>
<b>INSURED</b>  <b>The Community Firm</b> 1600 Downing St, Ste 600 Denver, CO 80218	<b>INSURER C : Ace American Insurance Company</b>		<b>22667</b>
	<b>INSURER D : Federal Insurance Company</b>		<b>20281</b>
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	X	X	D95783557	1/15/2025	1/15/2026	EACH OCCURRENCE \$ <b>1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>1,000,000</b> MED EXP (Any one person) \$ <b>5,000</b> PERSONAL & ADV INJURY \$ <b>1,000,000</b> GENERAL AGGREGATE \$ <b>2,000,000</b> PRODUCTS - COMP/OP AGG \$ <b>2,000,000</b> \$
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	X	X	D95783557	1/15/2025	1/15/2026	COMBINED SINGLE LIMIT (Ea accident) \$ <b>1,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	76WEGAJ7HHJ	1/5/2025	1/5/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ <b>1,000,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>1,000,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>1,000,000</b>
C	<b>Cyber/Network Liabil</b>	X		D96057544	4/30/2024	4/30/2025	Each Claim <b>1,000,000</b>
D	<b>Directors and Office</b>			J06225676	6/6/2024	6/6/2025	Each Claim/Aggregate <b>1,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 6/28/24-6/28/25 FIDELITY BOND 107662291 \$1,000,000

The Certificate Holder-City and County of Denver, Department of Housing Stability is named as additional Insured on a primary and non-contributory basis in regard to the General Liability, Auto and Cyber policies as their interest may appear by written contract.

Waiver of Subrogation is granted in favor of the Certificate Holder-City and County of Denver, Department of Housing Stability with regards to the General Liability and Auto policies.

30 Days notice of cancellation applies.

## CERTIFICATE HOLDER

## CANCELLATION

<b>City and County of Denver, Department of Housing Stability</b> 201 West Colfax Avenue Denver, CO 80202	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 



# CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>AP Intego Insurance Group, LLC</b> <b>1601 Trapelo Rd Suite 280</b> <b>Waltham, MA 02451</b>	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext):</b>		<b>FAX (A/C, No):</b>
	<b>E-MAIL ADDRESS: support@apintego.com</b>		
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A : ACE Property and Casualty Insurance Company</b>		<b>20699</b>
	<b>INSURER B : Ace American Insurance Company</b>		<b>22667</b>
<b>INSURED</b>  <b>The Community Firm</b> <b>1600 Downing Street, Suite 600</b> <b>Denver, CO 80218</b>	<b>INSURER C : Federal Insurance Company</b>		<b>20281</b>
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>A</b>	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			<b>D95783557</b>	<b>1/15/2025</b>	<b>1/15/2026</b>	EACH OCCURRENCE \$ <b>1,000,000</b>
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$ <b>5,000</b>
							PERSONAL & ADV INJURY \$ <b>1,000,000</b>
							GENERAL AGGREGATE \$ <b>2,000,000</b>
							PRODUCTS - COMP/OP AGG \$ <b>2,000,000</b>
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$
							AGGREGATE \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
							E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
<b>B</b>	<b>Cyber/Network Liabil</b>			<b>D96057544</b>	<b>4/30/2025</b>	<b>4/30/2026</b>	<b>Aggregate</b> <b>1,000,000</b>
<b>C</b>	<b>Directors and Office</b>			<b>J06225676</b>	<b>6/6/2025</b>	<b>6/6/2026</b>	<b>Aggregate</b> <b>1,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Jun 28, 2025 - Jun 28, 2026 Fiduciary Bond: 32S620334

The Certificate Holder-City and County of Denver, Department of Housing Stability is named as additional Insured on a primary and non-contributory basis in regard to the General Liability, Auto and Cyber policies as their interest may appear by written contract.

Waiver of Subrogation is granted in favor of the Certificate Holder-City and County of Denver, Department of Housing Stability with regards to the General Liability and Auto policies.

30 Days notice of cancellation applies.

## CERTIFICATE HOLDER

## CANCELLATION

City and County of Denver, Department of Housing Stability  
 201 West Colfax Avenue  
 Denver, CO 80202

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

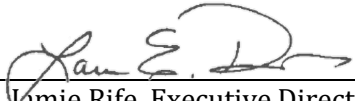


## Housing Navigation Program Standards

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**Subject:** Program Standards for Housing Navigation  
**Category:** Programs  
**Effective Date:** January 2026  
**Review Cycle:** Reviewed every three years or as needed  
**Distribution:** Agencywide and all relevant contractors  
**Purpose:** To establish standards for all contractors providing these service  
**Approved By:** Department of Housing Stability (HOST)

**Authorization:**

  
\_\_\_\_\_  
Dr. Jamie Rife, Executive Director

10/3/2025

\_\_\_\_\_  
Date

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## 1. Purpose

The purpose of this policy is to establish standards for the implementation and operation of Housing Navigation programs.

The Housing Navigation program provides Denver residents with community-based resource referral and navigation to ensure that Denver residents are expeditiously connected to all available resources designed to prevent involuntary displacement. Services also include culturally competent technical assistance and language support to Denver households applying for emergency housing resources, including capability for live language translation and interpretation services.

## 2. Scope

This Policy applies to all HOST Contractors offering Housing Navigation services. Contractors are expected to comply with these Program Standards when delivering Housing Navigation services using funding provided through an Agreement(s) with HOST. All staff involved in direct client services are expected to understand and apply these standards as set forth in the contractual Agreement(s) with the City and County of Denver. This document does not replace the executed Agreement(s). In the event of any conflict between this Policy and the executed Agreement(s), the terms of the Agreement(s) shall govern.

## 3. Policy Changes

This Policy is designed be used alongside the Agreement scopes of work, budgets, and other guidance that HOST may provide based on the particularities of the programs and Agreements. HOST will officially review this Policy every three years, but they are subject to change at any time. The following conditions will be applied when HOST implements new changes to the Program Standards:

- Changes to the written Program Standards will be communicated in writing to the Contractor by the designated Program Officer (PO).
- POs will provide the Contractor updated documents when revisions are made to the Program Standards.
- POs will work with the Contractor to implement the new changes as quickly as possible.
- Contractors are expected to implement the changes within a reasonable timeframe and in consultation with HOST.
- Contractors should contact their PO when there are concerns or issues regarding changes to the Program Standards.

## 4. Definitions

See section 10.1: Additional Program Principles.

## 5. Program Description

The Housing Navigation program provides Denver residents (at or below 80% AMI) with community-based resource referral and navigation to ensure that applicants are expeditiously connected to all available resources designed to prevent involuntary displacement. As applicable, Housing Navigation programs will provide direct assistance in helping households apply for anti-displacement programs/services when they are unable to do so independently.

Services also include culturally competent technical assistance and language support to Denver households applying for emergency housing resources, including capability for live language translation and interpretation services.

Housing Navigation Programs should provide referrals to emergency housing resources including but not limited to:

- Financial assistance programs for renters and homeowners including the Denver Foreclosure Financial Assistance Program, the Colorado Emergency Rental Assistance (CERA) Program, and the Temporary Rental and Utility Assistance (TRUA) Program
- Eviction Legal Defense Programs
- Housing Counseling
- Utility assistance programs such as the Colorado Low-Income Energy Assistance Program (LEAP)
- Energy Outreach Colorado
- Property Tax Relief and Deferral Programs
- Home Modification/Repair Programs
- Denver Office of Financial Empowerment and Protection (OFEP)

## 6. Policy Details

### 6.1 Core Principles

Housing Navigation programs are a crucial component of the housing stability response system as these services are responsible for expediting linkages between households at-risk of involuntary displacement with the programs and resources designed to prevent their displacement. Additionally, these programs facilitate equitable pathways to service provision for vulnerable populations, particularly for households with limited English proficiency.

The following are HOST's core principles related to Housing Navigation.

- Person-Centered & Voluntary: Services uphold client choice, dignity, privacy, and self-determination.
- Strengths-Based: Builds on participant's protective factors, informal supports, and personal goals.

- **Equity-Driven:** Programs work to reduce racial disparities and ensure fair, culturally responsive services.
- **Comprehensive Support:** Services seek to address all contributing factors of housing instability, including but not limited to employment, physical/behavioral health, and food insecurity.

## 6.2 Target Population

The target population for this program include Denver Renters and Homeowners at or below 80% of the Area Median Income (AMI) that are experiencing housing instability. There is no limit to the length of service a household may receive from a Housing Navigation program and will be at the discretion of the contracted agency to determine when and why services for a particular household should end.

## 6.3 Program Eligibility

Eligible households include Denver Renters and Homeowners at or below 80% of the Area Median Income (AMI) that are experiencing housing instability. Some Housing Navigation programs may target specific zip codes as outlined in their Agreement(s) with HOST.

## 6.4 Service Types & Examples

Households receiving community-based resource referral and navigation services will receive personalized referrals to available anti-displacement programs/resources/services from community-based organizations specializing in stabilizing vulnerable households. Households may also access culturally competent technical assistance and language support, including language interpretation and translation services. For households that may experience a technology literacy gap, such as seniors and households with disabilities, HOST Housing Navigation Program will provide the assistance necessary to connect households with housing stability support systems.

- **Example 1:** Households experiencing eviction or foreclosure may receive referrals to available financial assistance programs, legal assistance programs, and assistance accessing other public cash benefits programs.
- **Example 2:** A Vietnamese speaking, renter household recently discovered that their Landlord initiated an eviction proceeding. HOST Housing Navigation will provide language interpretation and translation services to ensure the household can quickly access eviction legal assistance and apply for emergency rental assistance.
- **Example 3:** An immobile senior homeowner is months behind on their mortgage payments and is now at-risk of foreclosure. HOST Housing Navigation may connect with the resident at their home or another accessible community location to ensure the household can quickly access housing counseling services and apply for financial assistance.

## 6.5 Use of Funding

HOST funds must be expended in accordance with the executed Agreement with each provider.

## 7. Workflow

Housing Navigation Programs may receive referrals from a variety of community sources including but not limited to referrals from HOST directly. Internal workflows for each Housing Navigation Program will be determined by the contracted agency according to their existing policies and procedures. There is no limit to the length of service a household may receive from a Housing Navigation program and is at the discretion of the contracted agency to determine when and why services for a particular household should end.

## 8. Client Engagement

HOST expects clients to receive high-quality services following the Core Principles, Services, and Workflow detailed in these Program Standards.

### 8.1 Grievance Procedures

All HOST programs are required to have a written Grievance, Reconciliation, and Appeals Policy and Procedures (GRA P&P). Although the specifics of these GRA P&P may depend on contractor and/or program, the following requirements must be met and uniformly applied without preferential treatment or exemptions.

- Contractors must provide their grievance procedures within 90 days of the fully executed contract (FEC) and will need to be approved by HOST.
- Policies and procedures must be readily available to all households and staff in written form and communicated verbally. Households should be informed of their rights and responsibilities during the initial phases of program enrollment or shelter entry. Households should have access to the document in their predominant language.
- Households' expectations must be clearly defined to ensure they understand and are able to meet requirements and satisfied expectations.
- Policies and procedures should include clear definitions of what constitutes a prohibitive action or behavior (i.e., types of physical or verbal offenses, breach/break of community confidence or trust, violation of laws and rules, etc.) that may result in "warnings," dismissals, exits, corrective actions, etc.
- The process of conflict resolutions should be easily understandable by households and must include how decisions are made.
- All action taken by Contractors and Households must be fully documented (in the form of logs, letters, postings, meeting notes, etc.).
- Households must be given reasonable timeframes to resolve issues. In the event of a dismissal, households will be provided written and dated documentation to allow the household adequate preparation.

- Uniform and detailed appeals process that are standardized and applied should clearly outline the sequence of events from the initial prohibitive action taken by the household to the final corrective action taken by the service provider. For instance:
  1. Prohibitive actions or behaviors occur >
  2. Unofficial staff discussion with household >
  3. 1<sup>st</sup> official warning (documented in log/notes) >
  4. 2<sup>nd</sup> official warning (documented in log/notes) >
  5. Appeal by household (written form submitted by client) >
  6. Supervisors/management meets with household >
  7. Service provider sets probationary period (documented explanation of what is expected and timeframe or deadline >
  8. Final warning (letter given to Household with a clear deadline) >
  9. Corrective action is implemented resulting in a dismissal or exit from shelter or program.

## 8.2 Customer Feedback

HOST values the input of program households because they are uniquely positioned to provide the crucial feedback necessary to identify and inform opportunities for growth and improvements of HOST funded programs and services. Therefore, Contractors will be required to provide a written, digital, and/or verbal mechanism for program households to provide honest and anonymous feedback regarding their experience with the program and services they receive. This mechanism should include, but is not limited to, feedback on ease of access to program/services, treatment by staff, and quality of services. No retaliation shall occur based on the feedback provided. HOST will review customer feedback at least quarterly and will review with the Contractor. Note that this feedback will be used to evaluating the Contractor's performance and will be considered during future procurements.

Some programs (i.e., shelter spaces) may be provided with a kiosk where program households are able to anonymously input their feedback. The kiosk must be placed in an accessible and secure location, where households feel safe and comfortable to openly share their opinions. Households will not require staff permission to access kiosk and must be able to freely access at their convenience. Otherwise, surveys will be available in a digital/online format.

HOST will develop survey or question materials that can be given to households to collect feedback in order to create aggregate feedback for a variety of interventions. Feedback surveys will be accessible to all program households regardless of physical or developmental disabilities. All program households should be notified of this feedback mechanism, including that it is confidential, can be completed at any time, and that there will be no repercussions for submitting honest feedback. Prior to program exit, all households should be provided the opportunity to provide this and any other feedback to the program and HOST.

## 9. Oversight & Quality Improvement

Programs must review and follow all data collection, oversight and quality assurance requirements in their Agreement. Contractors should review data at least quarterly to assess outcomes, identify disparities, and share promising practices.

### 9.1 Staffing & Training Requirements

All providers are required to follow the legally required training guidelines outlined in their Agreement with HOST. The assigned HOST Program Officer will regularly share other training opportunities with Housing Navigation programs, as applicable.

All Housing Navigation providers will participate in monthly Housing Navigator meetings with HOST to share best practices, review complex cases, and remain informed of available anti-displacement services and programs.

### 9.2 Data, Documentation & Metrics

All HOST funded programs must collect and report on data demonstrating progress achieving the output and outcomes documented in the Agreement. 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 and should be referred to within each program's Agreement(s) with HOST.

Programs may be required to submit supplemental reports through the Salesforce programs community which may include data on households assisted with language interpretation and translation services. Programs are also encouraged to provide monthly qualitative narratives including but not limited to program successes and challenges, programmatic updates, and positive impact narratives. All reporting requirements

### 9.3 Equity, Diversity and Inclusion (EDI) and Non-Discrimination Policy (NDP)

HOST is committed to producing racially equitable housing, shelter, and program outcomes as parts of its overall mission to ensure residents are healthy, housed, and connected. As part of this effort, all HOST funded shelters and programs must adhere to its EDI policy and outline basic standards and processes for preventing client discrimination in program enrollment and shelter services and employee discrimination. Although service providers can create more expansive guidelines or include additional protective classes, EDI and NDP policies must meet all City and County of Denver minimum requirements and must be incorporated into their own policies and procedures.

- Requirements: In connection with the performance of work under all HOST funded contract, service providers may not discriminate against a program beneficiaries or prospective program beneficiaries on the basis of the following protected classes: race, color, religion, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status,

source of income, military status, protective hairstyle, or disability. Service providers shall insert the abovementioned provision in all subcontracts,

- Data Collection: 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. 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.
- Authority: [Exec. Order No. 8, City and County of Denver \(2020\)](#), [Exec. Order No. 101, City and County of Denver \(2013\)](#), [Exec. Order No. 101A, City and County of Denver \(2014\)](#)

#### 9.4 Technical Assistance

For help designing programs, training staff, determining eligible expenses, or any other questions or concerns, Contractors should contact their designated Program Officer.

### 10. Attachments

The following attachments are provided to offer more program-specific guidelines and direction.

#### 10.1 Additional Program Principles

The following is a description of key principles and approaches that HOST uses in all Housing Stability and Homelessness Resolution Programs. While not all of these concepts are directly relevant to each HOST-funded program, Contractors are expected to understand and utilize them as appropriate.

##### Housing First:

Guidelines for all HOST programs are based on Housing First Principles. These principles prioritize dignity, choice, and respect for individuals experiencing homelessness, aiming for sustainable solutions and improved quality of life. Contractors are strongly encouraged to adhere to the following principles, and to incorporate them to their policies and day-to-day activities:

- Immediate Access to Shelter: Individuals are provided with shelter and programmatic services without preconditions, such as sobriety, employment, or mental health diagnosis.
- Household-led and Housing-focused: Households have the autonomy to choose their housing and participate in decisions affecting their lives.
- Individualized Support Services: Tailored services are offered based on each person's needs, focusing on stabilization, health care, mental health support, and employment assistance.
- Harm Reduction Approach: Emphasis on reducing risks associated with substance use rather than requiring abstinence. Supports are provided without judgment.
- Community Integration: Households are encouraged to integrate into the community, fostering connections and support networks.
- Stability and Permanence: Focus on ensuring long-term housing stability through ongoing support and resources.
- Non-Coercive Engagement: Services are offered voluntarily; Households are not forced to accept support but are encouraged to do so.

### Trauma-Informed Care

All HOST funded programs are required implement Trauma-Informed Care (TIC) practices that recognizes the widespread impact of trauma on individuals and seeks to create a safe and supportive environment for those who have experienced trauma. Below are some key principles and practices of TIC:

- Safety: Ensure physical and emotional safety for individuals receiving care. This may involve creating a calming and supportive physical environment and using non-coercive and non-punitive approaches.
- Trustworthiness and Transparency: Build trust by being honest, transparent, and consistent in all interactions. This includes providing clear information about what to expect and respecting boundaries.
- Collaboration and Mutuality: Engage individuals in decision-making and treatment planning. Collaborative relationships empower individuals and acknowledge their expertise in their own lives.
- Empowerment and Choice: Offer choices whenever possible and allow individuals to have a say in their treatment and care. Empowering individuals helps them regain a sense of control.
- Cultural, Historical, and Gender Issues: Recognize and respond to the unique needs and cultural backgrounds of individuals. Understanding the historical and cultural context of trauma is important for providing appropriate care.
- Resilience and Strengths: Focus on individuals' strengths and resilience rather than their deficits. Acknowledging their ability to recover and grow can be empowering.
- Trauma Awareness: Ensure that staff members are trained in understanding the impact of trauma and how it can manifest in behaviors. This training can help staff avoid re-traumatization and respond effectively.



- Sensitivity to Triggers: Be aware of potential triggers and work to minimize their impact. This includes being mindful of language, physical environments, and activities that might be triggering.
- Flexibility: Be adaptable and responsive to the changing needs of individuals. Trauma-informed care recognizes that progress is not always linear, and a flexible approach is essential.

Trauma Informed Care is not a one-size-fits-all approach and should be tailored to the specific needs of the individuals and the context in which it is applied—It acknowledges that trauma is widespread and that sensitive, empathetic, and supportive care can facilitate healing and recovery.

### Housing Focused Case Management

Housing-Focused Case Management is an effective component of Housing First principles, and it is a strengths-based approach to reducing housing barriers for people experiencing homelessness. A housing-focused approach calls on contractors to build rapport and apply trauma-informed strategies to develop a housing plan responsive to the household's particular circumstances and goals. Principles of Housing Focused Case Management include:

- Housing First: An evidence-based approach that quickly and successfully connects Households with housing by eliminating barriers and preconditions to housing.
- Strengths-Based Approaches: Identifies and recognizes the household and community strengths and empowers households to achieve their personalized goals.
- Recognition of Households Voice and Choice: Focus on collaboration and partnership between the case manager and the Household, rather than a top-down approach. Provides space for the Household to identify preferences when in housing search (for example housing location, rental amount, and/or pets allowed)
- Individualized and Flexible: Housing search is individualized for each household and is flexible, depending on the specific strengths, opportunities, and barriers faced by each household.
- Focus on Housing: For households not currently housed, the primary goal is to develop a strategy to assist them in securing housing. Once housed, the goal is to ensure that adequate supports and community connections and resources are in place to ensure that households stabilize and remain housed.

Once households have obtained a safe and stable place to live, it is equally important to ensure they are supported to retain that housing. Case management can provide access to permanent connections, well-being, education and employment resources, and other supports needed to maintain stable housing.



# Fair Housing Program Standards

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**Subject:** Program Standards for Fair Housing Programs

**Category:** Programs

**Effective Date:** January 2026

**Review Cycle:** Reviewed every three years or as needed

**Distribution:** Agencywide and all relevant contractors

**Purpose:** To establish standards for all contractors providing these service

**Approved By:** Department of Housing Stability (HOST)

**Authorization:**

Jamie Rife, Executive  
Director, Department of  
Housing Stability  
(HOST)

Digitally signed by Jamie Rife, Executive  
Director, Department of Housing Stability  
(HOST)  
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Department of Housing Stability (HOST),  
email=jamie.rife@denvergov.org  
Date: 2025.10.14 11:16:29 -06'00'

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Dr. Jamie Rife, Executive DirectorDate

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## 1. Purpose

The purpose of this policy is to establish standards for the implementation and operation of the Fair Housing Education, Advocacy, Outreach, and Enforcement Program. The Fair Housing Program conducts interviews, investigations, and enforcement of fair housing discrimination claims among Denver renters and homeowners. Through community education, training, and outreach, Fair Housing Program providers also increase residents' awareness of fair housing rights.

## 2. Scope

This Policy applies to all HOST Contractors offering Fair Housing services. Contractors are expected to comply with these Program Standards when delivering Housing Navigation services using funding provided through an Agreement(s) with HOST. All staff involved in direct client services are expected to understand and apply these standards as set forth in the contractual Agreement(s) with the City and County of Denver. This document does not replace the executed Agreement(s). In the event of any conflict between this Policy and the executed Agreement(s), the terms of the Agreement(s) shall govern.

## 3. Policy Changes

This Policy is designed be used alongside the Agreement scopes of work, budgets, and other guidance that HOST may provide based on the particularities of the programs and Agreements. HOST will officially review this Policy every three years, but they are subject to change at any time. The following conditions will be applied when HOST implements new changes to the Program Standards:

- Changes to the written Program Standards will be communicated in writing to the Contractor by the designated Program Officer (PO).
- POs will provide the Contractor updated documents when revisions are made to the Program Standards.
- POs will work with the Contractor to implement the new changes as quickly as possible.
- Contractors are expected to implement the changes within a reasonable timeframe and in consultation with HOST.
- Contractors should contact their PO when there are concerns or issues regarding changes to the Program Standards.

## 4. Definitions

Colorado Civil Rights Division (CCRD): A regulatory agency charged with enforcement of the Colorado Anti-Discrimination Act (CADA): CADA prohibits discrimination based on protected class in employment, housing, and places of public accommodation. The CCRD enforces CADA primarily through the investigation of complaints of discrimination, but also through mediation and education.

Department of Housing and Urban Development (HUD): A federal agency established to promote affordable and fair housing and community development.

Fair Housing Act (FHA): A federal law that prohibits discrimination in housing based on race, color, religion, sex, national origin, disability, and familial status. Enacted in 1968, it prevents discrimination in housing sales, rentals, financing, and brokerage services.

National Fair Housing Alliance (NFHA): The National Fair Housing Alliance works to eliminate housing discrimination and ensure equitable housing opportunities for all people and communities through its education and outreach, member services, public policy, advocacy, housing and community development, tech equity, enforcement, and consulting and compliance programs.

## 5. Program Description

The Fair Housing program provides Denver residents (at or below 80% AMI) with services that help to determine if a household is experiencing an enforceable fair housing violation by their landlord or property owner. Program providers will:

- Conduct interviews of potential victims of housing discrimination, referring valid claims to administrative and enforcement agencies, including but not limited to the Colorado Civil Rights Division (CCRD), the U.S. Department of Housing and Urban Development (HUD), and other local legal services.
- Conducts fair housing testing among Denver property owners to determine which mediation, conciliation, or other actions may be necessary to resolve any identified fair housing violations.
- Provide Fair Housing trainings and outreach to residents, property owners, and service providers to increase community awareness of current fair housing rights, responsibilities, and remedies under State and Federal statute.
- As applicable, service provision may also include culturally competent technical assistance and language support to Denver households, including capability for live language translation and interpretation services.

## 6. Policy Details

### 6.1 Core Principles

Fair Housing programs are a crucial component of the housing stability system, supporting low-to-moderate income Denver households at-risk of involuntary displacement due to violations of their fair housing rights. Fair housing enforcement and education services equip residents and service providers with the tools and education to combat fair housing violations, provide anti-displacement measures, and/or ensure equitable housing placements for vulnerable households and protected classes.

The following are HOST's core principles related to Fair Housing programs:

- Person-Centered & Voluntary: Services uphold client choice, dignity, privacy, and self-determination.
- Strengths-Based: Builds on participant's protective factors, informal supports, and personal goals.
- Equity-Driven: Programs work to reduce racial disparities and ensure fair, culturally responsive services.
- Comprehensive Support: Services seek to address all contributing factors of housing instability, including but not limited to employment, physical/behavioral health, and food insecurity.

## 6.2 Target Population

The target population for this program include Denver Renters and Homeowners at or below 80% of the Area Median Income (AMI) that are experiencing housing instability due to alleged fair housing discrimination. There is no limit to the length of service a household may receive from a Fair Housing program and will be at the discretion of the contracted agency to determine when and why services for a particular household should end.

## 6.3 Program Eligibility

Eligible households include Denver Renters and Homeowners at or below 80% of the Area Median Income (AMI) that are experiencing housing instability due to fair housing violations and/or households who are attending informational/educational trainings on fair housing rights.

## 6.4 Service Types & Examples

Households receiving assistance will receive personalized intakes, interviews, and investigation of their fair housing discrimination claim. All credible claims of discrimination will be referred to legal enforcement agencies to achieve a resolution to fair housing violations, as applicable.

Households experiencing fair housing discrimination may contact a fair housing provider to discuss their claim and participate in investigatory measures to achieve a resolution to their concern. The household will engage with subject matter experts to become educated on their fair housing rights as a tenant/homeowner under State and Federal statute.

- **Example 1:** A Vietnamese speaking, renter household recently discovered that their application for housing was denied because they are applying with a Housing Choice Voucher (HCV). With implementation of language access tools, the household will work with a local fair housing program to resolve what could be considered a valid fair housing discrimination claim under Colorado source of income discrimination protections.
- **Example 2:** An immobile senior renter has a documented medical condition that requires grab bars in their bathroom but the property owner refuses to install them, which could be a violation of fair housing protections. Fair housing providers may

connect with the resident at their home or another accessible community location and provide the required mediation to resolve the issue.

- **Example 3:** Several homeowners in a predominantly Hispanic neighborhood have been assessed a fine with increasing late fees by their Homeowner's Association (HOA) which they cannot afford, putting them at-risk of foreclosure. Several homeowners feel that their HOA has unfairly assessed these charges and report race-based housing discrimination to a fair housing program which may conduct investigations into the HOA's actions.
- **Example 4:** Fair Housing Programs may provide community education and trainings to Denver residents and non-profit providers working to prevent homelessness and involuntary displacement. For example, providers may provide a fair housing 'know your rights' training to housing-focused Case Management programs or partner with local organizations at monthly free legal clinics.

## 6.5 Use of Funding

HOST funds must be expended in accordance with the executed Agreement with each provider.

## 7. Workflow

Fair Housing Programs may receive referrals from a variety of community sources including but not limited to referrals from HOST directly. Internal workflows for each program will be determined by the contracted agency according to their existing policies and procedures. There is no limit to the length of service a household may receive from a Fair Housing program and is at the discretion of the contracted agency to determine when and why services for a particular household should end.

## 8. Client Engagement

HOST expects clients to receive high-quality services following the Core Principles, Services, and Workflow detailed in these Program Standards.

### 8.1 Grievance Procedures

All HOST programs are required to have a written Grievance, Reconciliation, and Appeals Policy and Procedures (GRA P&P). Although the specifics of these GRA P&P may depend on contractor and/or program, the following requirements must be met and uniformly applied without preferential treatment or exemptions.

- Contractors must provide their grievance procedures within 90 days of the fully executed contract (FEC) and will need to be approved by HOST.
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- Households' expectations must be clearly defined to ensure they understand and are able to meet requirements and satisfied expectations.
- Policies and procedures should include clear definitions of what constitutes a prohibitive action or behavior (i.e., types of physical or verbal offenses, breach/break of community confidence or trust, violation of laws and rules, etc.) that may result in "warnings," dismissals, exits, corrective actions, etc.
- The process of conflict resolutions should be easily understandable by households and must include how decisions are made.
- All action taken by Contractors and Households must be fully documented (in the form of logs, letters, postings, meeting notes, etc.).
- Households must be given reasonable timeframes to resolve issues. In the event of a dismissal, households will be provided written and dated documentation to allow the household adequate preparation.
- Uniform and detailed appeals process that are standardized and applied should clearly outline the sequence of events from the initial prohibitive action taken by the household to the final corrective action taken by the service provider. For instance:
  1. Prohibitive actions or behaviors occur >
  2. Unofficial staff discussion with household >
  3. 1<sup>st</sup> official warning (documented in log/notes) >
  4. 2<sup>nd</sup> official warning (documented in log/notes) >
  5. Appeal by household (written form submitted by client) >
  6. Supervisors/management meets with household >
  7. Service provider sets probationary period (documented explanation of what is expected and timeframe or deadline >
  8. Final warning (letter given to Household with a clear deadline) >
  9. Corrective action is implemented resulting in a dismissal or exit from shelter or program.

## 8.2 Customer Feedback

HOST values the input of program households because they are uniquely positioned to provide the crucial feedback necessary to identify and inform opportunities for growth and improvements of HOST funded programs and services. Therefore, Contractors will be required to provide a written, digital, and/or verbal mechanism for program households to provide honest and anonymous feedback regarding their experience with the program and services they receive. This mechanism should include, but is not limited to, feedback on ease of access to program/services, treatment by staff, and quality of services. No retaliation shall occur based on the feedback provided. HOST will review customer feedback at least quarterly and will review with the Contractor. Note that this feedback will be used to evaluating the Contractor's performance and will be considered during future procurements.

Some programs (i.e., shelter spaces) may be provided with a kiosk where program households are able to anonymously input their feedback. The kiosk must be placed in an



accessible and secure location, where households feel safe and comfortable to openly share their opinions. Households will not require staff permission to access kiosk and must be able to freely access at their convenience. Otherwise, surveys will be available in a digital/online format.

HOST will develop survey or question materials that can be given to households to collect feedback in order to create aggregate feedback for a variety of interventions. Feedback surveys will be accessible to all program households regardless of physical or developmental disabilities. All program households should be notified of this feedback mechanism, including that it is confidential, can be completed at any time, and that there will be no repercussions for submitting honest feedback. Prior to program exit, all households should be provided the opportunity to provide this and any other feedback to the program and HOST.

## **9. Oversight & Quality Improvement**

Programs must review and follow all data collection, oversight and quality assurance requirements in their Agreement. Contractors should review data at least quarterly to assess outcomes, identify disparities, and share promising practices.

### **9.1 Staffing & Training Requirements**

All providers are required to follow the legally required training guidelines outlined in their Agreement with HOST. The assigned HOST Program Officer will regularly share other training opportunities with Fair Housing programs, including trainings available through HUD, CCRC, or the NFHA.

### **9.2 Data, Documentation & Metrics**

All HOST funded programs must collect and report on data demonstrating progress achieving the output and outcomes documented in the Agreement. 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 and should be referred to within each program's Agreement(s) with HOST.

Programs may be required to submit supplemental reports through the Salesforce programs community which may include data on households assisted with language interpretation and translation services. Programs are also encouraged to provide monthly qualitative narratives including but not limited to program successes and challenges, programmatic updates, and positive impact narratives. All reporting requirements

### **9.3 Equity, Diversity and Inclusion (EDI) and Non-Discrimination Policy (NDP)**

HOST is committed to producing racially equitable housing, shelter, and program outcomes as parts of its overall mission to ensure residents are healthy, housed, and connected. As part of this effort, all HOST funded shelters and programs must adhere to its EDI policy and

outline basic standards and processes for preventing client discrimination in program enrollment and shelter services and employee discrimination. Although service providers can create more expansive guidelines or include additional protective classes, EDI and NDP policies must meet all City and County of Denver minimum requirements and must be incorporated into their own policies and procedures.

- Requirements: In connection with the performance of work under all HOST funded contract, service providers may not discriminate against a program beneficiaries or prospective program beneficiaries on the basis of the following protected classes: race, color, religion, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status, source of income, military status, protective hairstyle, or disability. Service providers shall insert the abovementioned provision in all subcontracts.
- Data Collection: 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. 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.
- Authority: [Exec. Order No. 8, City and County of Denver \(2020\)](#), [Exec. Order No. 101, City and County of Denver \(2013\)](#), [Exec. Order No. 101A, City and County of Denver \(2014\)](#)

## 9.4 Technical Assistance

For help designing programs, training staff, determining eligible expenses, or any other questions or concerns, Contractors should contact their designated Program Officer.

## 10. Attachments

The following attachments are provided to offer more program-specific guidelines and direction.

### 10.1 Additional Program Principles

The following is a description of key principles and approaches that HOST uses in all Housing Stability and Homelessness Resolution Programs. While not all of these concepts are directly relevant to each HOST-funded program, Contractors are expected to understand and utilize them as appropriate.

### Housing First:

Guidelines for all HOST programs are based on Housing First Principles. These principles prioritize dignity, choice, and respect for individuals experiencing homelessness, aiming for sustainable solutions and improved quality of life. Contractors are strongly encouraged to adhere to the following principles, and to incorporate them to their policies and day-to-day activities:

- Immediate Access to Shelter: Individuals are provided with shelter and programmatic services without preconditions, such as sobriety, employment, or mental health diagnosis.
- Household-led and Housing-focused: Households have the autonomy to choose their housing and participate in decisions affecting their lives.
- Individualized Support Services: Tailored services are offered based on each person's needs, focusing on stabilization, health care, mental health support, and employment assistance.
- Harm Reduction Approach: Emphasis on reducing risks associated with substance use rather than requiring abstinence. Supports are provided without judgment.
- Community Integration: Households are encouraged to integrate into the community, fostering connections and support networks.
- Stability and Permanence: Focus on ensuring long-term housing stability through ongoing support and resources.
- Non-Coercive Engagement: Services are offered voluntarily; Households are not forced to accept support but are encouraged to do so.

### Trauma-Informed Care

All HOST funded programs are required implement Trauma-Informed Care (TIC) practices that recognizes the widespread impact of trauma on individuals and seeks to create a safe and supportive environment for those who have experienced trauma. Below are some key principles and practices of TIC:

- Safety: Ensure physical and emotional safety for individuals receiving care. This may involve creating a calming and supportive physical environment and using non-coercive and non-punitive approaches.
- Trustworthiness and Transparency: Build trust by being honest, transparent, and consistent in all interactions. This includes providing clear information about what to expect and respecting boundaries.
- Collaboration and Mutuality: Engage individuals in decision-making and treatment planning. Collaborative relationships empower individuals and acknowledge their expertise in their own lives.
- Empowerment and Choice: Offer choices whenever possible and allow individuals to have a say in their treatment and care. Empowering individuals helps them regain a sense of control.
- Cultural, Historical, and Gender Issues: Recognize and respond to the unique needs and cultural backgrounds of individuals. Understanding the historical and cultural context of trauma is important for providing appropriate care.

- Resilience and Strengths: Focus on individuals' strengths and resilience rather than their deficits. Acknowledging their ability to recover and grow can be empowering.
- Trauma Awareness: Ensure that staff members are trained in understanding the impact of trauma and how it can manifest in behaviors. This training can help staff avoid re-traumatization and respond effectively.
- Sensitivity to Triggers: Be aware of potential triggers and work to minimize their impact. This includes being mindful of language, physical environments, and activities that might be triggering.
- Flexibility: Be adaptable and responsive to the changing needs of individuals. Trauma-informed care recognizes that progress is not always linear, and a flexible approach is essential.

Trauma Informed Care is not a one-size-fits-all approach and should be tailored to the specific needs of the individuals and the context in which it is applied—It acknowledges that trauma is widespread and that sensitive, empathetic, and supportive care can facilitate healing and recovery.

#### Housing Focused Case Management

Housing-Focused Case Management is an effective component of Housing First principles, and it is a strengths-based approach to reducing housing barriers for people experiencing homelessness. A housing-focused approach calls on contractors to build rapport and apply trauma-informed strategies to develop a housing plan responsive to the household's particular circumstances and goals. Principles of Housing Focused Case Management include:

- Housing First: An evidence-based approach that quickly and successfully connects Households with housing by eliminating barriers and preconditions to housing.
- Strengths-Based Approaches: Identifies and recognizes the household and community strengths and empowers households to achieve their personalized goals.
- Recognition of Households Voice and Choice: Focus on collaboration and partnership between the case manager and the Household, rather than a top-down approach. Provides space for the Household to identify preferences when in housing search (for example housing location, rental amount, and/or pets allowed)
- Individualized and Flexible: Housing search is individualized for each household and is flexible, depending on the specific strengths, opportunities, and barriers faced by each household.
- Focus on Housing: For households not currently housed, the primary goal is to develop a strategy to assist them in securing housing. Once housed, the goal is to ensure that adequate supports and community connections and resources are in place to ensure that households stabilize and remain housed.

Once households have obtained a safe and stable place to live, it is equally important to ensure they are supported to retain that housing. Case management can provide access to

permanent connections, well-being, education and employment resources, and other supports needed to maintain stable housing.