

Adult Non-Congregate Shelter and Micro Community Contracts & Amendments

Community Planning and Housing Committee

October 14, 2025

Action Requested Today

Review the following contracts for Adult Non-Congregate Shelters and Micro-Communities:

1. Aspen
2. Stone Creek
3. Elati
4. Stay Inn
5. Monroe
6. La Paz
7. Steele Street

*Note that the Tamarac will be presented with family programs at a future meeting

Overview

- **Adult Non-Congregate Shelter:** HOST contracts for the operation of 2 non-congregate, hotel-based adult shelters with a total of 471 units for a total cost of \$16,441,040. This does not include expenses incurred by general services.
- **Micro-Communities:** HOST contracts for the operation of 5 tiny home-based micro-communities with a total of 242 units for a total cost of \$7,238,778. This does not include expenses incurred by general services. Note that one site is closing in June 2026, leaving a total of 198 units.

HOST's Spectrum of Work



Role of Non-Congregate Shelter and Micro-Communities

- Provide immediate, low-barrier, and life-saving shelter to people experiencing homelessness; they also act as a gateway to Denver's homelessness response system
- Services at the shelter include individualized assistance such as rapid resolution, housing focused case management, housing navigation, resource navigation, benefits and income assistance, and referrals to services such as substance use treatment, health care, and mental health resources
- These services are provided directly by the providers in coordination with HOST and/or its partners

Access to Non-Congregate Shelter and Micro-Communities

Access to these sites is managed by HOST and prioritization is as follows:

1. Special Circumstances and Emergencies
2. Street Engagement Initiatives
3. Roads to Recovery
4. Veterans Administration
5. HOST Outreach Referrals
6. Transfers from Congregate Shelter

Accountability

- Mandatory quarterly reporting – qualitative and quantitative
- Monthly operational meetings, regular partner meetings + shelter success task force
- Quarterly programmatic site visits and regular unannounced/informal visits
- Monthly invoices and quarterly financial reviews
- Annual contract monitoring
- All HOST contracts contain the ability for the city to cancel a contract with notice
- Regular RFP process that emphasizes past performance

Performance-Based Contracting



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Why Performance-Based Contracting?

EXISTING CONTRACTS



PERFORMANCE-BASED CONTRACTS

Public dollars reimburse costs	Public dollars pay for performance
Invoicing process burdens providers and public sector	Invoicing process enables data-informed performance management
Focus on compliance and use of funds	Focus on results
Spending is equated with success	Paying for performance drives success

Metric 1: Sheltered Nights

	Sheltered Nights
Definition	A performance payment is awarded for each household sheltered each night.
Target	90% occupancy for available units (total units less all units held off-line by the city)
Contract Weight	45% of total contract value
Example	Household A stays at the NCS site for 28 nights in one month, as a provider you will earn: 28 Sheltered Nights X Sheltered Night Rate = Sheltered Night Rate Payment
Notes	▪ The total number of available units will be established at the start of the contract and will take into account historical data on the number of units that are typically offline at a given site. ▪ In the event a significant number of units become offline during the contract period, HOST will work with the provider to revisit rates.

Metric 2: Rapid Resolution Conversation

	Rapid Resolution Conversation
Definition	A performance payment is awarded for each unique household engaged in a Rapid Resolution Conversation at intake.
Target	90% of households participate in a Rapid Resolution Conversation at intake
Contract Weight	5% of total contract value
Example	Household A enrolls at the NCS site this month, as part of intake they engage in a Rapid Resolution Conversation, as a provider you will earn: 1 Rapid Resolution Conversation X Rapid Resolution Conversation Rate = Rapid Resolution Payment
Notes	▪ This payment can only be earned as part of intake. Other instances of Rapid Resolution Conversations count towards Metric 3, the Housing Focused Case Management sessions.

Metric 3: Housing-Focused Case Management

	Housing Focused Case Management
Definition	A performance payment is awarded for each Housing Focused Case Management session per household , up to [4] times per month.
Target	80% of households have [4] Housing-Focused Case Management sessions each month.
Contract Weight	40% of total contract value
Example	This month, Household A participated in 3 Housing-Focused Case Management sessions, as a provider you will earn: 3 Sessions X Session Rate = Session Payment
Notes	- Providers can earn up to [4] payments for case management sessions per unique household each month. - Case management activities will be recorded in HMIS via a standardized dropdown menu. Providers can select more than one case management activity (i.e. critical document acquisition, referral, etc.) for each case management session. If multiple case management activities occur in a single session, this will count as one session.

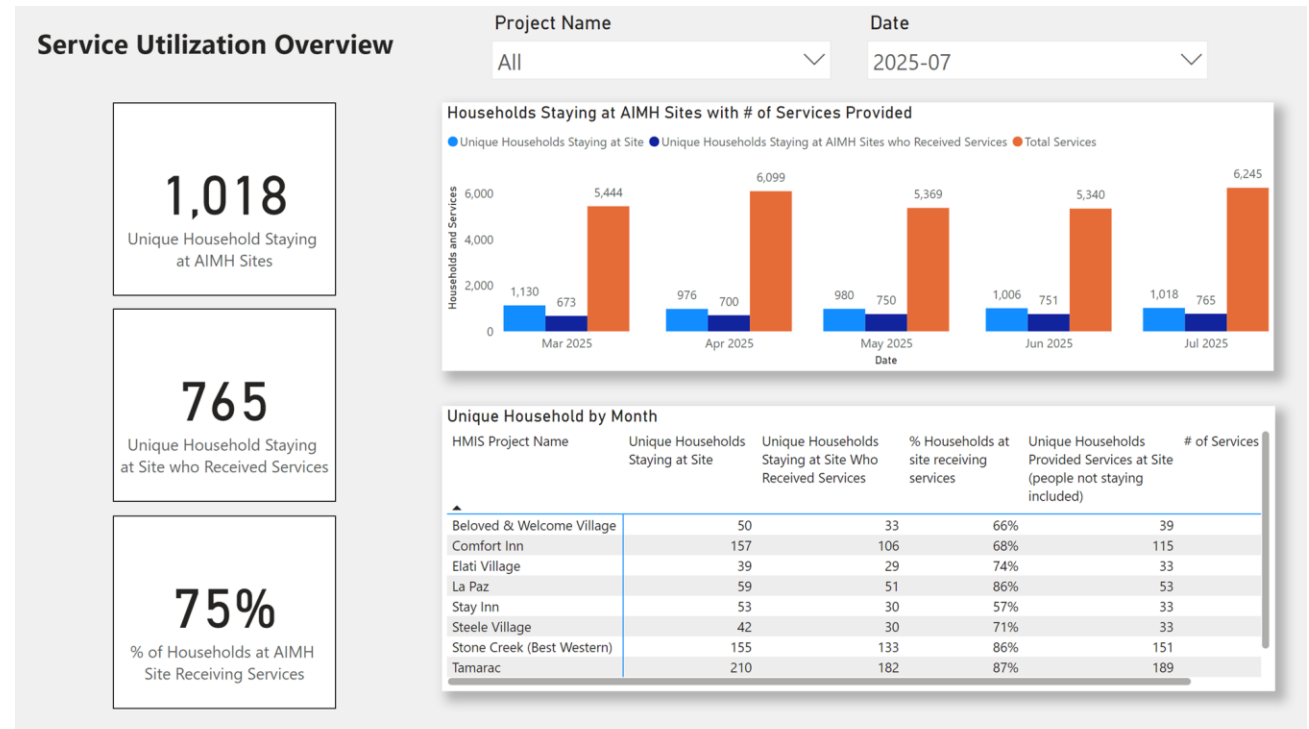
Metric 4: Active in Community Queue

	Active In Community Queue
Definition	A performance payment is awarded each household with an active OneHome Assessment each month.
Target	90% of households are active in the Community Queue each month
Contract Weight	10% of total contract value
Example	This month, Household A was active in the Community Queue, as a provider you will earn: # of Households Active X Active Status Rate = Active Status Payment per Household
Notes	▪ Active queue status includes both the OneHome Community Queue and Veterans Community Queue ▪ If households are active in the Community Queue when they move into the site, providers must simply ensure they maintain that status month-over-month to receive payment

Data Tracking and Access

Overview

- All performance metrics will be tracked in HMIS and the Capacity Tracker
- Providers are expected to input data and track performance using HMIS and the Capacity Tracker
- Providers will be granted access to a real-time dashboard tracking each metric to assist with performance management and estimate performance payments
- Invoices will be validated by HOST based on HMIS and Capacity Tracker data as presented in the dashboard(s)



Non-Congregate Shelter

Non-Congregate Shelter Overview

- Contractor will operate and maintain a clean and well-run 365-day, 24-hour low-barrier shelter facility for people experiencing homelessness
- Contractor will provide bedding, towels, hygiene supplies
- Contractor will provide breakfast, lunch, and dinner to shelter guests
- Contractor will provide laundry services for guests
- Contractor will provide case management and social services outlined in HOST's contract agreement and program standards
- Contractor will keep account of shelter attendance and services utilizing the Homeless Management Information System (HMIS) and HOST's Capacity Tracker

Site Name: Aspen

- Operating Hours: 24/7
- Population Served: Men, Women, Transgender Individuals, Couples
- Building Type: Hotel
- Building Owner: City and County of Denver
- District: 8
- Beds: 289
- Possible Closure: N/A

Aspen: New Provider Contract

- **Provider:** Urban Alchemy provides services and engagement that create a peaceful and supportive shelter environment, helping communities rebuild a sense of pride by supporting vulnerable members of society contribute to their effective re-entry.
- **Contract Term:** January 1, 2026 - December 31, 2028

- **Total Contract Amount:**

Program Year	Amount
2026	\$9,891,040.00
2027	\$10,138,316.00
2028	\$10,391,773.90
Total	\$30,421,129.90

Aspen: Budget Information

- 2024 spending 69.00%
- 2025 budget: \$7,000,000.00
- 2026 budget: \$9,891,040.00
- 2026 FTE: 64
- 2026 per bed/night: \$93.77

NOTES: This contract is switching to performance based. Urban Alchemy will assume all security services currently provided by Securitas.

Aspen: Rate Card

Price Per Metric	2026	2027	2028
Shelter Nights	\$60.67	\$62.19	\$63.74
Rapid Resolution Conversation	\$1,519.57	\$1,557.56	\$1,596.50
Housing Focused Case Management	\$512.61	\$525.43	\$538.56
Community Queue for Housing	\$455.62	\$467.01	\$478.68

Aspen: 2024 Data

Metric	Site	All Non-Congregate Shelters
Average Occupancy*	90%	90%
Average Length of Stay	167	184
Positive Exits***	160 (44.20% of total exits)	47.85%

* Units availability vary and may become offline intermittently throughout the year for repairs.

** Does not include Rapid Resolution exits.

Site Name: Stone Creek

- Operating Hours: 24/7
- Population Served: Men, Women, Transgender Individuals, Couples
- Building Type: Hotel
- Building Owner: Denver Housing Authority
- District: 8
- Beds: 182
- Possible Closure: 6/30/2030

Stone Creek: New Provider Contract

- **Provider:** Since 1992, **St. Francis Center** has provided Denver with a wide array of employment, housing, outreach, and shelter services. SFC currently operates the Day Shelter at Curtis Street and Non-Congregate Shelter—Comfort Inn.
- **Contract Term:** January 1, 2026 - December 31, 2028

• Total Contract Amount:	Program Year	Amount
	2026	\$6,550,000.00
	2027	\$6,713,750.00
	2028	\$6,881,593.75
	Total	\$20,145,343.75

Stone Creek: Budget Information

- 2024 spending 100%
- 2025 budget: \$4,200,000.00
- 2026 budget: \$6,550,000.00
- 2026 FTE: 30
- 2026 per bed/night: \$98.60

NOTES: This contract is switching to performance based. St. Francis Center will sub-contract security services currently provided by Securitas.

Stone Creek: Rate Card

Price Per Metric	2026	2027	2028
Shelter Nights	\$63.80	\$65.39	\$67.03
Rapid Resolution Conversation	\$1,594.03	\$1,633.88	\$1,674.72
Housing Focused Case Management	\$539.09	\$552.57	\$566.39
Community Queue for Housing	\$479.06	\$491.03	\$503.31

Stone Creek: 2024 Data

Metric	Site	All Non-Congregate Shelters
Average Occupancy*	88%	90%
Average Length of Stay	200	184
Positive Exits**	127 (54.98% of total exits)	47.85%

* Units availability vary and may become offline intermittently thorough the year for repairs.

** Does not include rapid resolutions

Micro-Communities



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Micro Community Overview

- Contractor will operate and maintain a clean and well-run 365-day, 24-hour low-barrier shelter facility for people experiencing homelessness
- Contractor will provide bedding and towels
- Contractor will provide breakfast, lunch, and dinner to shelter guests
- Contractor will provide laundry services for guests
- Contractor will provide case management and social services outlined in HOST's contract agreement and program standards
- Contractor keep account of shelter attendance and services utilizing the Homeless Management Information System (HMIS) and HOST's Capacity Tracker

Site Name: Elati Village

- Operating Partner: The Gathering Place
- Operating Hours: 24/7
- Population Served: women, transgender, and non-binary individuals
- District: 10
- Beds: 44
- Possible Closure: 3/15/2028

Elati Village

- Contract Term: January 1, 2026 - December 31, 2027
- Total Contract Amount:

Program Year 2026:	\$1,294,904
Program Year 2027:	\$1,327,277
Total:	\$2,622,181

Elati Village: Budget Information

- 2024 spending: 100%
- 2025 budget: \$1,500,000
- 2026 budget: \$1,294,904
- 2026 FTE: 12.5
- 2026 per bed/night: \$80.63

NOTE: This contract is switching to performance based.

Elati Village: Rate Card

Projected Rate Card	
	Price Per Metric
Sheltered Nights	\$ 47.70
Rapid Resolution Conversation	\$ 1,479.88
Housing Focused Case Management	\$ 402.88
Community Queue	\$ 357.77

Elati Village: 2024 Data

Metric	Site	All Micro-Communities
Average Occupancy	64%	77%
Average Length of Stay	105	115
Positive Exits*	40 (35% of total exits)	41%

*does not include rapid resolutions

Site Name: Stay Inn Village

- Operating Partner: Bayaud Works
- Operating Hours: 24/7
- Population Served: single adults, men and women
- District: 8
- Beds: 54
- Possible Closure: 12/30/2027

Stay Inn Village

- Provider: Bayaud Works
- Contract Term: January 1, 2026 - December 31, 2026
- Total Contract Amount:

Program Year 2026:	\$1,811,631.90
Total:	\$1,811,631.90

Stay Inn Village: Budget Information

- 2024 spending: 52%
- 2025 budget: \$1,700,000
- 2026 budget: \$1,811,631.90
- 2026 FTE: 13.3
- 2026 per bed/night: \$91.91

NOTE: This contract is switching to performance based.

Stay Inn Village: Rate Card

2026	Price Per Metric
Sheltered Nights	\$59.47
Rapid Resolution Conversation	\$1,845.18
Housing Focused Case Management	\$502.60
Community Queue for Housing	\$446.82

Stay Inn Village: 2024 Data

Metric	Site	All Micro-Communities
Average Occupancy	76%	72%
Average Length of Stay	106	115
Positive Exits*	29 (34% of total exits)	41%

*does not include rapid resolutions

Site Name: La Paz Village

- Operating Partner: Colorado Village Collaborative
- Operating Hours: 24/7
- Population Served: single adults, men and women
- District: 7
- Beds: 60
- Possible Closure: 1/31/2028

La Paz Village

- Provider: Colorado Village Collaborative
- Contract Term: January 1, 2026 - December 31, 2027
- Total Contract Amount:

Program Year 2026:	\$1,779,147
Program Year 2027:	\$1,823,625.68
Total:	\$3,602,772.68

La Paz Village: Budget Information

- 2024 spending 63%
- 2025 budget: \$1,824,414
- 2026 budget: \$1,779,147
- 2026 FTE: 17.5
- 2026 per bed/night: \$81.24

NOTES: This contract is switching to performance based.

La Paz Village: Rate Card

2026	Price Per Metric
Sheltered Nights	\$52.57
Rapid Resolution Conversation	\$1,658.53
Housing Focused Case Management	\$444.03
Community Queue for Housing	\$394.57

La Paz Village: 2024 Data

Metric	Site	All Micro-Communities
Average Occupancy	90%	77%
Average Length of Stay	149	115
Positive Exits*	15 (36% of total exits)	41%

*does not include rapid resolutions

Site Name: Steele Village

- Operating Partner: Colorado Village Collaborative
- Operating Hours: 24/7
- Population Served: single adults, men and women
- District: 9
- Beds: 40
- Possible Closure: 10/31/2027

Steele Village

- Provider: Colorado Village Collaborative
- Contract Term: January 1, 2026 - December 31, 2026
- Total Contract Amount:

Program Year 2026:	\$1,612,493
Total:	\$1,612,493

Steele Village: Budget Information

- 2024 spending N/A
- 2025 budget: \$1,630,527
- 2026 budget: \$1,612,493
- 2026 FTE: 17
- 2026 per bed/night: \$110.45

NOTES: This contract is switching to performance based. Steele Village was established in January 2025.

Steele Village: Rate Card

2026	Price Per Metric
Sheltered Nights	\$71.46
Rapid Resolution Conversation	\$2,217.18
Housing Focused Case Management	\$603.83
Community Queue for Housing	\$537.50

Steele Village: 2024 Data

Steele Village operated as a Safe Outdoor Space (SOS) for a portion of 2024 without the robust client supports that were added, in addition to hard-sided Pallet shelters when it became a micro-community in 2025. Since the 2024 program is not comparable to 2025, the 2024 data is not included. Steele Village became a micro-community on 01/01/25.

Site Name: Monroe Village

- Operating Partner: Colorado Village Collaborative
- Operating Hours: 24/7
- Population Served: single adults, men and women, and transgender, and non-binary individuals
- District: 9
- Beds: 44
- Closure: 6/30/2026

Monroe Village

- Provider: Colorado Village Collaborative
- Amendment Term: January 1, 2026 – June 30, 2026
- Total Contract Amount:

Contract	Amount
Base (1/1/25 – 12/31/25)	\$1,481,203
1 st Amendment (1/1/26-6/30/26)	\$740,602
TOTAL	\$2,221,805

Monroe Village: Budget Information

- 2024 spending N/A
- 2025 budget: \$1,481,203
- 2026 budget: \$740,602
- 2026 FTE: 18
- 2026 per bed/night: \$92.48

NOTE: This contract is not switching to performance based. The contract is for half of the year. Monroe Village became a micro-community in January 2025.

Monroe Village: 2024 Data*

Metric	Site	All Micro-Communities
Average Length of Stay	100	115
Positive Exits*	11 (58% of total exits)	41%

*Monroe Village became a micro-community on 01/01/25.
2024 data is from when Monroe Village was a tiny home village.

Questions?



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