

## THIRD AMENDATORY AGREEMENT

This **THIRD AMENDATORY AGREEMENT** is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (the “City”) and **THE SALVATION ARMY**, a California nonprofit, whose address is 30840 Hawthorne Blvd., Rancho Palos Verdes, CA 90275 (the “Contractor”), jointly (“the Parties”).

### RECITALS:

**A.** The Parties entered into an Agreement dated May 19, 2021, an Amendatory Agreement dated October 26, 2023, and a Revival and Second Amendatory Agreement dated June 25, 2025 (the “Agreement”) to perform, and complete all of the services and produce all the deliverables set forth on Exhibit A, the Scope of Work, to the City’s satisfaction.

**B.** The Parties wish to amend the Agreement to extend the term, increase the maximum contract amount, and amend the scope of work.

**NOW THEREFORE**, in consideration of the promises and the Parties’ mutual covenants and obligations, the Parties agree as follows:

1. Section 3 of the Agreement entitled “**TERM**” is hereby deleted in its entirety and replaced with:

“**3. TERM:** The Agreement will commence on **January 1, 2021** and will expire on **December 31, 2026** (the “Term”). Subject to the Executive Director’s prior written authorization, the Contractor shall complete any work in progress as of the expiration date and the Term of the Agreement will extend until the work is completed or earlier terminated by the Executive Director.”

2. Section 4 of the Agreement entitled “**COMPENSATION AND PAYMENT**” Sub-section 4.4.1. entitled “**Maximum Contract Amount:**” is hereby deleted in its entirety and replaced with:

“**d. Maximum Contract Amount:**

**(1)** Notwithstanding any other provision of the Agreement, the City’s maximum payment obligation will not exceed **TWENTY-FOUR MILLION THIRTY-SIX THOUSAND FIVE HUNDRED DOLLARS AND NO CENTS (\$24,036,500.00)** (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 Contractor beyond that specifically described

in **Exhibit A**. Any services performed beyond those in Exhibit A are performed at Contractor's risk and without authorization under the Agreement.”

3. All references to “Exhibit A” in the Agreement shall be amended to read: “Exhibit A, A-1, A-2, and A-3” as applicable. The scope of work marked as Exhibit A-3 attached to this Amendatory Agreement is hereby incorporated by reference.

4. As herein amended, the Agreement is affirmed and ratified in each and every particular.

5. This Third Amendatory 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.

**[THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK.]**

**Contract Control Number:** HOST-202581337-03/HOST 202057237-00  
**Contractor Name:** THE SALVATION ARMY

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

**SEAL**

**CITY AND COUNTY OF DENVER:**

**ATTEST:**

By:

\_\_\_\_\_

\_\_\_\_\_

**APPROVED AS TO FORM:**

**REGISTERED AND COUNTERSIGNED:**

Attorney for the City and County of Denver

By:

By:

\_\_\_\_\_

\_\_\_\_\_

By:

\_\_\_\_\_

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

HOST-202581337-03/HOST 202057237-00  
THE SALVATION ARMY

By: Signed by:  
*Kelly Pontsler*  
B5A76D051FD7467...

Name: Kelly Pontsler  
(please print)

Title: Treasurer  
(please print)

ATTEST: [if required]

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

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

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

**EXHIBIT A-3  
SCOPE OF WORK  
DEPARTMENT OF HOUSING STABILITY  
THE SALVATION ARMY  
HOST-202581337-03**

**I. INTRODUCTION**

**Contract Term Dates:** January 1, 2021 – December 31, 2026

**Project Description:**

This agreement is entered between the Department of Housing Stability (HOST) and The Salvation Army (TSA) for the purpose of around the clock Shelter Operations and Programs at Crossroads. The Fiscal Year 2026 award amount for this contract is **\$4,686,500.00** for a total contract amount of \$24,036,500.00.

Funding Source:	General Fund and Homelessness Resolution Fund
Project Name:	Crossroads Shelter
Budget Type:	<b>Focused Cost Reimbursement</b>
Contractor Address:	<b>30840 Hawthorne Boulevard, California, 90275</b>
Organization Type:	Non-Profit

**II. SERVICES DESCRIPTION**

- A. TSA will be responsible for adhering to the Shelter Program Standards document to be provided by HOST.
- B. Shelter Operations
  - 1. TSA will operate and maintain a clean and well-run 365-day, 24-hour low-barrier emergency shelter facility for adult men experiencing homelessness, regardless of race, religion, ethnicity, color, or national origin, including but not limited to homeless adults who identify, express or present as men or non-binary, gender non-conforming or transgender men.
  - 2. A minimum shelter capacity of 300 beds will be provided with additional winter overflow capacity to be determined by HOST and TSA.
    - a. Capacity must be approved by the Denver Fire Department (DFD) and Community Planning and Development (CPD) Department.
    - b. Shelter capacity may be reduced based on public health regulations.
    - c. In the case that shelter capacity is reached, TSA may transport clients to overflow shelter. Shelter spots may be a combination of reserved and emergency beds and dedicated space allocated for client activities and shelter programming.
  - 3. TSA will provide blankets, towels, meals covering breakfast, lunch, and dinner. Meals and shelter supplies may be transported from an off-site facility to the shelter.

4. TSA will perform and pay for all interior cleaning and maintenance, including adherence to all public-health guidance for sanitation of surfaces, toilets, and showers. Cleaning and maintenance shall be conducted according to recommended schedules, and as required for around-the-clock operations.
5. TSA will provide laundry services for clients and for shelter operations.
6. TSA will keep account of shelter attendance, utilizing the Homeless Management Information System (HMIS), enrolling clients and producing Clarity Identification cards, and meeting data quality and reporting expectations.
  - a. TSA will dedicate time and/or funding to make improvements to Homeless Management Information System (HMIS) data quality. This includes personnel, data integrity and innovation dedicated to HMIS data quality improvements.
7. TSA will ensure staff are trained according to HOST's 2025 Shelter Standards and that all staff are competent in trauma-informed care, first aid, Cardiopulmonary resuscitation (CPR), customer service, multicultural services, and intentional lesbian, gay, bisexual, transgender, queer, intersex, and asexual, plus other identities (LGBTQ+) inclusivity. HOST will require regular reporting on staff training that will be outlined in the 2025 Shelter Standards.
8. TSA will provide appropriate response to emerging hazards, such as: blood-borne pathogen response, and infectious disease outbreak.

C. Shelter Programs

1. TSA will provide low-barrier, housing-focused, and person-centered case management services in pursuit of positive housing outcomes. Services will include individualized assistance, housing navigation, peer navigation, wrap-around service and resource navigation, and landlord outreach, development, and mediation. These services will be provided directly by TSA or in coordination with HOST and/or its partners.
2. TSA will process housing assistance checks (accounts payable) for payment to landlords on behalf of clients, or other such payments on behalf of clients eligible and approved to receive such a service.
3. TSA staff may conduct the following client-targeted activities on-site or off-site:
  - a. Conduct home visits, meet with landlords, assist with move-in, support in obtaining state-issued identification and vital documents, and/or support access to community-based services.
  - b. These visits may be conducted directly by TSA or in coordination with HOST and/or its partners.
4. TSA may provide clients with transportation assistance to aid them in keeping medical appointments, visiting new housing locations, and family reunification (in-state and out-of-state). TSA will conduct community-building events, including celebrations, for clients and staff, which may include guest speakers, prizes, decorations, and food for attendees.

**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.
7. Complete a security assessment and provide a security plan for each shelter site that must be reviewed and approved by HOST within the first 90 days of this contract and annually or as updates are made thereafter. Security plan requirements will be detailed in HOST Program Standards document.

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
38 Staff including Supervisorial, Operational and Part-time positions  300 beds/units in shelter  Support Services  Homeless Management Information System (HMIS) use  Staff training  Program Policies  HOST funding	<ul style="list-style-type: none"> <li>• 24/7</li> <li>• Bed &amp; bedding</li> <li>• Shower access</li> <li>• Laundry</li> <li>• Hygiene supplies</li> <li>• Meals</li> <li>• Resource Navigation</li> <li>• Reunification</li> <li>• Vital document acquisition</li> <li>• Relationship building</li> <li>• OneHome Access</li> <li>• Housing Search</li> <li>• Referrals to health-related services</li> <li>• Weekly Case Management meeting</li> <li>• Enrollments, annual assessments, case management notes, and exit assessments</li> <li>• HOST required trainings</li> <li>• Participant feedback</li> </ul>	Households served annually	750	Households are provided a safe place to sleep and access to services to help them exit homelessness	100%	Address Unsheltered Homelessness  Complete shelter system transformation toward rehousing  Use customer feedback to improve shelter operations
		Households engaged in housing-focused case management	30%	Households that receive assistance exit to permanent or stable housing, and institutions	40%	
		Household receiving assistance with increasing their income through benefits and/or employment	30%	Households receiving assistance that have an increase in income through benefits or employment	50%	
		Households receiving assistance obtaining/maintaining vital documents	30%	Households that receive assistance obtain/maintain vital documents	50%	
		Households without OneHome assessments offered housing assessments	70%	Households offered assistance receive housing assessments	40%	
		Households offered the opportunity to provide feedback on services received	100%	Households that complete a survey report being satisfied or better	70%	

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

**VI. REPORTING**

- A. Contractor is required to use Homeless Management Information System (HMIS) for program data collection. Contractor’s use of HMIS must adhere to COHMIS [Policy](#) and [Data Quality](#) standards to demonstrate clients’ eligibility, and meet indicators in this scope of work. Disbursement of funds is contingent upon the ability to collect program data using HMIS. Contractor’s operating emergency shelters for survivors of domestic violence are not required to enter data into HMIS but must be able to provide data that shows progress towards contracted outcomes and match federal reporting standards.
- B. 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.

Report Type	Due Date
Quarterly Report for January 1 – March 31	April 15
Quarterly Report for April 1 – June 30	July 15
Quarterly Report for July 1 – September 30	October 15
Quarterly Report for October 1 – December 31	January 15

- C. 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.
- D. Upon execution of this contract, HOST will provide a user guide for using HOST Programs Community portal along with the required login information. Prior to the due date for the first required report, HOST will provide resources and support as needed or as requested by the Contractor to support the use of HOST Programs Community.
- E. Contractor may be required to submit a Contract Summary Report at the end of the contract period within 30 days after the Term End Date of this contract agreement.
- F. 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 – 4,250  
Years 2021-2023: 2000  
Year 2024: 750  
Year 2025: 750  
Year 2026: 750
  - ii. Demographics of households served:  
Demographic data of households served are monitored to ensure fair and equitable access to services. The scope of demographic data collected are specific to the needs of the program or any related funding sources. Demographic data can include but is not limited to race and ethnicity, income level, participant age/ age-group/ number of age-qualifying participants, disability status, mental health condition, or gender identity.  
The measures and benchmarks specified in the objectives and outcomes section.
2. Qualitative narratives: This includes reports on program successes and challenges, programmatic updates, and supplemental reports. These reports can be submitted through the Salesforce programs community.
3. Financial Data
  - a. Funding sources and amount included.
  - b. Total Contract spend to date, by budget category.
4. HMIS Data Quality reports (Required for all program reporting in HMIS): Data quality reports are a tool to assist with tracking data quality progress for client data entered into HMIS.
  - a. Data quality standards: The [COHMIS Data Quality Standards](#) determine expected data quality standards by project type. Timeliness is the primary data quality component assessed at HOST to support policies around voluntary client reporting. Table A below summarizes minimum data quality timeliness standards for each project.

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

**VII. FINANCIAL ADMINISTRATION**

**A. Compensation and Methods of Payment**

1. Disbursements shall be processed through the Department of Housing Stability (HOST) and the City and County of Denver’s Department of Finance.
2. The method of payment to the Contractor by HOST shall be in accordance with established HOST procedures for this Agreement line-item reimbursements. Invoice requests for reimbursement of costs should be submitted on a regular and timely basis in accordance with HOST policies. Invoices should be submitted within thirty (30) days of the actual service, expenditure, or payment of expense. Invoices submitted more than 90 days beyond the billing period of the actual service, expenditure, or payment expense, may not be reimbursed without prior written approval from HOST.
3. The Contractor shall be reimbursed for services provided under this Agreement according to the approved line-item reimbursement budget.
4. Invoice request shall be completed and submitted on or before the 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. Funds will be utilized to support around the clock Shelter Operations and Programs at Crossroads This organization does not receive income from operations and non-personnel costs are being funded.

Contract	Amount
Base	\$10,650,000.00
1 <sup>st</sup> Amendment	\$4,150,000.00
2 <sup>nd</sup> Amendment	\$4,550,000.00
3 <sup>rd</sup> Amendment	<b>\$4,686,500.00</b>
<b>TOTAL</b>	<b>\$24,036,500.00</b>

**IX. Budget**

Contract Program Budget Summary					
Contractor Name/Project:		The Salvation Army/ Crossroads Shelter			
City Contract #:		HOST 202581337-03			
Budget Term:		1/1/2026-12/31/2026	Program/Fiscal Year:		2026
Budget Category	LOCAL HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Administrative Leadership	\$89,936	\$89,936	\$220,774	40.74%	Partial 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. Description: Up to 10 hours each week. Includes Denver Metro Social Services Director, Denver Metro Social Services Assistant Director, Monitoring & Evaluation Manager, Quality Assurance Specialist and Staff Trainer. <b>EXCLUDED FROM INDIRECT RATE CALCULATION</b>
Crossroads Director	\$80,353	\$80,353	\$81,370	98.75%	1 Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides overall leadership, supervision and direction to the Crossroads Shelter team.
Program Managers	\$134,930	\$134,930	\$134,930	100.00%	2 Full-time salaries will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides leadership support administratively and programatically, in coordination with the Director. Supports oversight of shift supervisors and program assistants.

Budget Category	LOCAL HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Maintenance and Custodian Shift Supervisor	\$66,950	\$66,950	\$66,950	100.00%	1 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: Supervises and coordinates all shelter maintenance and custodial services. Ensures a clean and safe facility for guests.
Guest Services Shift Supervisors	\$215,730	\$215,730	\$215,730	100.00%	4 Full-time hourly rate supervisors will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides supervision and direction to guest services team on each shift. Addresses on-floor various situations when on duty.
Program Assistants	\$839,019	\$839,019	\$839,019	100.00%	17 Full-time hourly staff program assistants and 3 Temporary staff will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides direct service and support to guests staying at Crossroads.
Maintenance Tech	\$245,105	\$245,105	\$245,105	100.00%	5 Full-time hourly rate maintenance/custodians 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: Compliance with cleanliness standards, under expanded 24/7 operations, including laundry service of all shelter linens.
Housing Program Manager	\$47,875	\$47,875	\$66,200	72.32%	1 Partial Full-time salary will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides direction and oversight to the case management and housing team. Provides direct housing focused case management for challenging cases.

Budget Category	LOCAL HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
			Amount	%	
<b>Case Manager</b>	\$185,400	\$185,400	\$309,946	59.82%	3 Full-time hourly rate and 1 Part-time hourly rate case managers will be reimbursed at cost for work on this contract. HOST will not pay for bonuses, severances, or payouts of leave when an employee separates from their job. Please refer to the scope of work section Financial Administration-Payroll and Fringe Benefits. Description: Provides trauma informed and housing focused case management for Crossroads guests.
<b>Total Salary:</b>	<b>\$1,905,298</b>	<b>\$1,905,298</b>	<b>\$2,180,024</b>	87.40%	
<b>Fringe Benefits</b>	<b>\$671,000</b>	<b>\$671,000</b>	\$671,000	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>\$2,576,298</b>	<b>\$2,576,298</b>	<b>\$2,851,024</b>	90.36%	
<b>Other Direct Costs</b>	Amount	Subtotal	Amount	%	
<b>Program Expenses &amp; Supplies</b>	\$284,130	\$284,130	\$275,000	103.32%	Program-related supplies that are not given directly to a client. Includes: PPE for staff and client use; Hospitality supplies such as toiletries, hygiene, blankets, towels; cell phone service for full-time staff only, food service supplies, cleaning products for sanitation, uniforms for custodian staff, maintenance of individual use laundry machines for client use (not owned by city).
<b>Client Support</b>	\$48,651	\$48,651	\$200,000	24.33%	Client support includes to client clothing, shoes, employment supplies, move-in and housing assistance, client participation incentives, household supplies; client transportation to appointments and for rehousing/family reunification. <b>EXCLUDED FROM INDIRECT RATE CALCULATION</b>
<b>Client Meals</b>	\$1,068,954	\$1,068,954	\$1,090,441	98.03%	Daily brunch and dinner provided for clients.
<b>TSA program vehicles</b>	\$10,000	\$10,000	\$10,000	100.00%	Includes gas, repairs, and maintenance for dedicated TSA program vehicles. Used for Crossroads Shelter meal pickup from TSA central kitchen and Crossroads client transportation for overflow.

Budget Category	LOCAL HOST Funding	Total Costs requested from HOST	Agency Total		Budget Narrative
Staff Mileage	\$4,000	\$4,000	\$5,000	80.00%	Reimbursement of personal vehicle mileage (not to exceed the standard IRS rate at the time of travel), public transportation and ride share services for work purposes not commuting to/from work.
Staff Program/Project Training	\$13,000	\$13,000	\$13,000	100.00%	Scope of Work and Program-related training materials and registration fees for training.
Professional Services-Interpretation	\$10,000	\$10,000	\$10,000	100.00%	Professional Services-Interpretation services (must be applicable to the scope of work).
Facilities	\$70,000	\$70,000	\$100,000	70.00%	Specific office space dedicated for use for the program only and not a shared space. Associated expenses can be allocated proportionately based on actual size or percentage of the building space. Associated expenses can include rent, lease, utilities, and maintenance & repair costs. Shared space costs should be part of Indirect Costs. <b>EXCLUDED FROM INDIRECT RATE CALCULATION</b>
Minor Equipment	\$20,000	\$20,000	\$25,000	80.00%	Minor office equipment should directly relate to the service provided in the contract and be readily identifiable. Equipment must be used exclusively for program/project. Minor office equipment should be less than \$500.00 per item with a maximum expense to be determined by the program requirements. Includes copier monthly service fees; and monitoring fees for video security system. <b>EXCLUDED FROM INDIRECT RATE CALCULATION</b>
<b>Total Other Direct Costs</b>	<b>\$1,528,735</b>	<b>\$1,528,735</b>	<b>\$1,728,441</b>	88.45%	
<b>Total Salaries, Fringe and Other Direct Costs</b>	<b>\$ 4,105,033.00</b>	<b>\$ 4,105,033.00</b>	<b>4,579,465</b>	89.64%	
<b>Indirect Costs</b>					
Indirect Costs	\$581,467.00	\$581,467	\$650,054.00	89.45%	Indirect calculated 15% of Salaries, Fringe and Other Direct Costs
<b>Grand Total</b>	<b>4,686,500.00</b>	<b>4,686,500.00</b>	<b>5,229,519.00</b>	89.62%	