

Family Non-Congregate Shelter & Family Intake and Access 2026 Contract Amendments

Community Planning and Housing Committee
October 28, 2025

Action Requested Today

Review and Approve the following contracts/amendments for Family Non-Congregate Shelter and Family Intake and Access:

1. Bayaud Works- Tamarac Family Emergency Shelter (to come through on consent at a later date)
2. 25-1584: Volunteers of America- Theodora Family Hotel
3. 25-1583: The Salvation Army – Lambuth Family Center
4. 25-1582: Denver Rescue Mission – Family Emergency Shelter
5. 25-1586: Family Promise- Family Emergency Shelter Program
6. 25-1585: The Salvation Army- Connection Center

HOST's Spectrum of Work



Role of Family Non-Congregate Shelter, Rapid Resolution & Family Intake and Access

- Provide immediate, low-barrier, and life saving shelter to families 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

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

Access to Family Shelter

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

1. Special Circumstances and Emergencies
2. Street Engagement Initiatives
3. Veterans Administration
4. HOST Outreach Referrals

Families can access all City-operated family shelters through the Connection Center.

Family Homelessness



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Family Homelessness

- While unsheltered family homelessness decreased by 83% in the 2025 PIT Count, family homelessness increased by 150% from 2022-2025
- The family shelter waitlist has increased over 100% in the past 12 months and is currently over 240 households.
- The increase in family homelessness is being caused by the rise in eviction filings, the growing number of unhoused newcomers, and a deterioration of the social safety net.
- Based on the estimated inflow and outflow, Denver can expect 100-165 more families experiencing homelessness each year.

Shelter Units

Year	# Family Shelter Units
2022	194
2023	203
2024	271
2025	303



Shelter Waitlist

Date	# Families	# Bed Openings
6/1/2023	89	5
3/4/2024	82	0
9/3/2024	119	4
10/4/2025	240	10



Housing Outcomes

Year	# of Households Served in Family Shelter	# of Households that Exited to Permanent Housing
2022	533	159
2023	927	303
2024	799	335

Family Non-Congregate Shelter



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Family Non-Congregate Shelter Overview

- Contractor will operate and maintain a clean and well-run 365-day, 24-hour low-barrier shelter facility for families experiencing homelessness
- Contractor will provide bedding, towels, hygiene supplies
- Contractor will provide breakfast, lunch, and dinner to shelter guests
- Contractor will provide housing focused 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: Tamarac

- Operating Hours: 24/7
- Population Served: Families
- Building Type: Hotel
- Building Owner: City and County of Denver
- District: 4
- Units: 205
- Possible Closure: N/A

Tamarac: New Provider Contract

- **Provider: Bayaud Works** provides comprehensive shelter operations services across Denver, including 24/7 facility management, staff supervision, client support and transportation, meal delivery, and coordination of shelter logistics for large-scale and micro shelter programs.
- **Contract Term:** January 1, 2026 - December 31, 2027

- **Total Contract Amount:**

Program Year	Amount
2026	\$7,028,952.00
2027	\$7,204,675.80
Total	\$14,233,627.80

Tamarac: Budget Information

- 2024 spending 72%
- 2025 budget: \$7,506,556
- 2026 budget: \$7,028,952.00
- 2026 FTE: 48
- 2026 per unit/night: \$93.90

NOTES: This contract is switching to performance based.

Tamarac: Rate Card

Price Per Metric	2026	2027
Shelter Nights	\$60.68	\$62.30
Rapid Resolution Conversation	\$1,904.40	\$1,952.01
Housing Focused Case Management	\$513.57	\$526.41
Community Queue for Housing	\$456.43	\$467.84

Tamarac: 2024 Data

Metric	Site	All Family Shelters
Average Occupancy*	90%	98%
Average Length of Stay	91	125
Positive Exits***	423(67% of total exits)	72%

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

** Does not include Rapid Resolution exits.

Site Name: Theodora

- Operating Hours: 24/7
- Population Served: Families
- Building Type: Non-Congregate Space
- Building Owner: VOA Colorado
- District: 8
- Units: 55
- Possible Closure: N/A

Theodora: Volunteers of America

- **Provider: VOA** provides full-service shelter operations across Denver, including 24/7 facility management, staffing, transportation, and client support, while delivering integrated housing, nutrition, and community programs that foster stability and compassion.
- **Contract Term:** January 1, 2021 - December 31, 2026

- **Total Contract Amount:**

Program Year	Amount
2026	\$2,550,000.00
Total	\$9,603,640

Theodora: Budget Information

- 2024 spending 92%
- 2025 budget: \$2,056,980
- 2026 budget: \$2,550,000
- 2026 FTE: 8
- 2026 per unit/night: \$127.02

Theodora: 2024 Data

Metric	Site	All Family Shelters
Average Occupancy*	100%	98%
Average Length of Stay	94	125
Positive Exits***	51 (72% of total exits)	72%

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

** Does not include Rapid Resolution exits.

Site Name: Lambuth Family Center

- Operating Hours: 24/7
- Population Served: Families
- Building Type: Non-Congregate Space
- Building Owner: The Salvation Army
- District: 1
- Units: 25
- Possible Closure: N/A

Lambuth Family Center: The Salvation Army

- **Provider:** TSA provides shelter and comprehensive case management services that address the root causes of homelessness and support families in building the skills needed for long-term stability and self-sufficiency.
- **Contract Term:** January 1, 2021 - December 31, 2026
- **Total Contract Amount:**

Program Year	Amount
2026	\$410,150.00
Total	\$2,037,637.00

Lambuth Family Center Budget: Budget Information

- 2024 spending 88%
- 2025 budget: \$394,372
- 2026 budget: \$410,150
- 2026 FTE: 4
- 2026 per unit/night: \$56.18

Lambuth: 2024 Data

Metric	Site	All Family Shelters
Average Occupancy*	100%	98%
Average Length of Stay	136	125
Positive Exits***	27 (71% of total exits)	72%

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

** Does not include Rapid Resolution exits.

Site Name: DRM Family Emergency NCS Shelter

- Operating Hours: 24/7
- Population Served: Families
- Building Type: Non-Congregate Space
- Building Owner: Denver Rescue Mission
- District: 8
- Units: 10
- Possible Closure: N/A

Site Name: DRM Family Emergency NCS Shelter

- **Provider: DRM** provides shelter and comprehensive case management services that address the root causes of homelessness and support families in building the skills needed for long-term stability and self-sufficiency.
- **Contract Term:** January 1, 2023 - December 31, 2026
- **Total Contract Amount:**

Program Year	Amount
2026	\$496,000
Total	\$1,487,942.00

DRM Family Shelter: Budget Information

- 2024 spending 99%
- 2025 budget: \$481,058
- 2026 budget: \$496,000
- 2026 FTE: 4
- 2026 per unit/night: \$135.89

DRM Family Shelter: 2024 Data

Metric	Site	All Family Shelters
Average Occupancy*	100%	98%
Average Length of Stay	272	125
Positive Exits***	7 (88% of total exits)	72%

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

** Does not include Rapid Resolution exits.

Site Name: Family Promise Shelter

- Operating Hours: 24/7
- Population Served: Families
- Building Type: Non-Congregate Space
- Building Owner: Scattered shelter sites operated through church partnerships
- District: 10
- Units: 8
- Possible Closure: N/A

Family Promise Emergency Shelter:

- **Provider:** FP provides shelter and comprehensive case management services that address the root causes of homelessness and support families in building the skills needed for long-term stability and self-sufficiency.
- **Contract Term:** January 1, 2021 - December 31, 2026
- **Total Contract Amount:**

Program Year	Amount
2026	\$43,921
Total	\$649,006

Family Promise: Budget Information

- 2024 spending 96%
- 2025 budget: \$43,921
- 2026 budget: \$43,921
- 2026 FTE: 2
- 2026 per unit/night: \$15.04

Family Promise: 2024 Data

Metric	Site	All Family Shelters
Average Occupancy*	100%	98%
Average Length of Stay	30	125
Positive Exits***	30 (61% of total exits)	72%

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

** Does not include Rapid Resolution exits.

Family Intake and Access



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The Salvation Army



- Connection Center will field all calls for families seeking emergency shelter in Denver. All households will be screened for diversion, rapid resolution and shelter eligibility

2026- Line Item	2026- Amount
Staffing	\$991,899
Other Direct Costs	\$469,020
Indirect Costs	\$154,508
Total	\$1,615,427

Connection Center Service Overview:

- Serve as an access point for all families seeking emergency shelter or housing services
- Screen households for Rapid Resolution and/or Diversion services, and provide these services through direct financial assistance
- Screen households for shelter eligibility, complete HMIS intake and enter them on the family shelter waitlist
- Maintain family shelter waitlist
- Refer families to open shelter units when available
- Provide transportation to shelters when needed
- Complete Coordinated Entry Assessments and enroll families onto Community Queue
- Work on site at Cold Weather locations to screen families and provide hotel vouchers during Severe Weather Activation

Connection Center Changes:

- The Scope of Work for the Connection Center will be much more focused in 2026, transitioning the program from a call center model to an access point to family shelter and rapid resolution services.
- Calls will be limited to families, with other individuals not fitting the eligibility criteria being diverted and directed to call other appropriate resources.
- The Connection Center staff will be on site during Severe Weather Activation, so will have the ability to engage in person with families seeking vouchers to better screen for appropriateness and eligibility. This will reduce the number of households who may erroneously receive a cold weather voucher.
- The number of staff will increase, allowing the Connection Center to field more calls and address the needs of more families in a timely manner

Connection Center: 2024 Data

Metric	
Households Served in Cold Weather	506
Housing Served in Rapid Resolution	144
Households Served in Access/Intake	1,382
Households Receiving Other Services	149
Positive Exits	299*

Questions?