

Mass Care On-Call Support IEM International, Inc.

Denver Human Services (in partnership with HOST & OEM)
Health and Safety Committee
November 19, 2025

Resolution 25-1810

Vendor: IEM International, Inc.

Term: January 1, 2026 – December 31, 2028

Contract Value: \$8 million

Activation: As-needed, on-call

Scope: Staffing, shelter operations, meals, medical triage, transport, logistics, volunteer management

Partners: DHS (lead), HOST, OEM

The Need

- The Citywide Emergency Operations Plan designates DHS and HOST as primary agencies responsible for Emergency Mass Care Response.
- DHS and HOST mass care responses have effectively supported Denver during recent emergencies but have often stretched Agency and City resources thin.
- On-call partnership with IEM provides surge staffing, logistics, and operational expertise.
- Allows rapid mobilization (0–48 hours) during declared or undeclared emergencies.
- Complements—not replaces—the DHS- and HOST-led mass care responses.
- Strengthens operational resilience while maintaining essential city services.

Mass Care Services (Core Focus)

Purpose:

Ensure DHS and HOST can maintain essential services while providing rapid, equitable care during emergencies.

Key Service Areas:

- **Shelter Operations:** Staffing and management of temporary shelters, including intake, registration, and guest support.
- **Feeding & Supply Logistics:** Coordination of meal service, food distribution, and essential supplies.
- **Health & Safety:** On-site triage, coordination with public health partners, and ADA-compliant accommodations.

Mass Care Services (Core Focus)

Purpose:

Ensure DHS and HOST can maintain essential services while providing rapid, equitable care during emergencies.

Key Service Areas (continued):

- **Transportation:** Safe movement of residents to shelters, reunification points, or medical facilities.
- **Information & Client Support:** Culturally responsive communication, multilingual signage, and case management coordination.
- **Volunteer & Partner Management:** Integration of community-based organizations and spontaneous volunteers into City-led response.

Operational Readiness and Staffing Model

On-Call Staffing:

- Access to trained, background-checked personnel to supplement Mass Care response operations.
- Roles include site leads, logistics specialists, medical and behavioral health liaisons, and case management support.

Flexibility:

- Activation tailored by event type (e.g., displacement, severe weather, public health).
- Responding Agency (DHS or HOST) maintains command; IEM provides surge staffing and logistics capacity.

Operational Readiness and Staffing Model

Training and Standards:

- All staff trained in trauma-informed care, motivational interviewing, and cultural responsiveness.
- IEM maintains readiness to deploy staff and equipment to support up to 5,000+ individuals in Denver.

Cold-Weather Sheltering (HOST-Led Responses)

When Activated:

- Under HOST's direction, during cold-weather activation periods or when community shelter capacity is exceeded.

IEM's Role:

- Provide shelter staffing, logistics, transportation, and meal coordination.
- Ensure equitable, trauma-informed services consistent with HOST standards.

Coordination:

- HOST and DHS collaborate to align sheltering operations, data reporting, and FEMA reimbursement processes.
- Ensures continuity across mass care and cold-weather response efforts citywide.

Equity & Service Delivery

Built-in Standards

- The Mass Care RFP required “Cultural Responsiveness” in service delivery—defined as ensuring inclusion, engagement, equity, and accessibility.
- 60% of total proposal scoring has ties to DEI: 30% for DEI in budgets + 30% for DEI in service delivery.
- Vendors were required to submit Non-Discrimination Policies, complete Executive Order 101 forms, and were reviewed by DSBO for equity goals.

Equity & Service Delivery

IEM Commitment to Equitable Care

- Woman-owned firm with 40 years of emergency-management experience nationwide, including prior Colorado deployments.
- Demonstrated record supporting people experiencing homelessness, migrants, asylum seekers, LGBTQ+ individuals, and families.
- Uses trauma-informed, person-centered models and evidence-based practices including Housing First, harm reduction, and motivational interviewing.
- Provides bilingual and ASL access, accessible shelters, and staff trained in cultural competence and grievance resolution.
- “Every individual’s success strengthens the broader Denver community.” – IEM

Financials

Contract Value:

- \$8 million over three years (2026–2028), activated only as needed.
- Fee-schedule pricing with a 2% annual escalation beginning in 2027.
- On-call model avoids maintaining full-time surge staffing, reducing fixed personnel costs while ensuring rapid response capacity.

Compliance:

- Six-year record retention, transparent invoicing, and robust audit rights.
- Fully compliant with City procurement standards and equity requirements.

Resolution 25-1810

Vendor: IEM International, Inc.

Term: January 1, 2026 – December 31, 2028

Contract Value: \$8 million

Activation: As-needed, on-call

Scope: Staffing, shelter operations, meals, medical triage, transport, logistics, volunteer management

Partners: DHS (lead), HOST, OEM

Questions?