

AGREEMENT

THIS AGREEMENT is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (the “City”) and, **THE COLORADO COALITION FOR THE HOMELESS** a Colorado nonprofit corporation, whose address is 2111 Champa, Denver, CO 80205 (the “Contractor”), individually a “Party” and jointly the “Parties.”

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 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 Director 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 Guidelines set forth in **Exhibit C**, as those Guidelines 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”).

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**. Amounts billed may not exceed the 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 including all 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 **SIX MILLION NINE HUNDRED FIFTY-NINE THOUSAND TWO HUNDRED SIXTEEN DOLLARS AND ZERO CENTS (\$6,959,216.00)** (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.

5. PERFORMANCE MONITORING/INSPECTION: The Contractor shall permit the Director to monitor and review the Contractor’s performance under this Agreement. The Contractor shall make available to the City for inspection all files, records, reports, policies, minutes, materials, books, documents, papers, invoices, accounts, payrolls and other data, whether in hard copy or electronic format, used in the performance of any of the services required hereunder or relating to any matter covered by this Agreement to coordinate the performance of services by the Contractor in accordance with the terms of this Agreement. All such monitoring and inspection shall be performed in a manner that will not unduly interfere with 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 Director.

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 the 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, 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 agrees to defend, indemnify, reimburse and hold harmless the 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, including injuries or death of any person rightfully on the Premises for any purpose whatsoever, arising out of, resulting from, or relating to the services performed and the occupancy and use of the Premises 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 the City for any acts or omissions of the Contractor or its subcontractors either passive or active, irrespective of fault, including the City’s concurrent negligence whether active or passive, except for the sole negligence or willful misconduct of the City.

11.2. The Contractor’s duty to defend and indemnify the City shall arise at the time written notice of the Claim is first provided to the City regardless of whether Claimant has filed suit on the Claim. The Contractor’s duty to defend and indemnify the City shall arise even if the City is the only party sued by claimant and/or claimant alleges that the City’s negligence or willful misconduct was the sole cause of claimant’s damages.

11.3. The Contractor shall defend any and all Claims which may be brought or threatened against the City and shall pay on behalf of the 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 the City will be in addition to any other legal remedies available to the 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 Director'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 Director 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

19.1. 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.

19.2. 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 copies 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, marital or domestic partner status, political beliefs or affiliation, familial or parental status—including pregnancy, medical condition, military service, protective hairstyle, genetic information, or physical or mental 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 and any grant providing funding for this Agreement.

27. 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.

28. 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.

29. ORDER OF PRECEDENCE: In the event of any conflicts between the language of this Agreement and the exhibits, the language of this Agreement controls.

30. 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.

31. 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.

32. 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 Director. 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 Director in advance of the date and time of any presentation. Nothing in this provision precludes the transmittal of any information to City officials.

33. CONFIDENTIAL INFORMATION

33.1. "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.

33.2. 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.

33.3. 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.

33.4. 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.

34. PROTECTED INFORMATION AND DATA PROTECTION

34.1. 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.

34.2. 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.

34.3. 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.

34.4. 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.

34.5. 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.

34.6. 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.

34.7. 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.

34.8. 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.

34.9. 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.

34.10. 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.

35. 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.

36. 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.

37. 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.

38. 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.

39. 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.

40. 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.

41. 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 rules, regulations, 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 law 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.

Exhibit List

Exhibit A – Scope of Work and Budget

Exhibit B – Certificate of Insurance

Exhibit C – Performance Standards

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Contract Control Number:
Contractor Name:

HOST-202581993
THE COLORADO COALITION FOR THE HOMELESS

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: _____

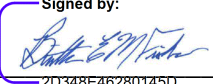
REGISTERED AND COUNTERSIGNED:

By: _____

By: _____

Contract Control Number:
Contractor Name:

HOST-202581993
THE COLORADO COALITION FOR THE HOMELESS

Signed by:
By: _____
2D348E46280145D...

Name: Britta Fisher
(please print)

Title: President & CEO
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

EXHIBIT A
SCOPE OF WORK
DEPARTMENT OF HOUSING STABILITY
Colorado Coalition for the Homeless
HOST-202581993

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 Colorado Coalition for the Homeless (CCH) for the purpose of providing street outreach services and ongoing engagement for individuals and families experiencing unsheltered homelessness who may or may not already be connected to community-based programs and services (e.g., day/overnight shelters, critical services, transport, etc.) as well as intensive, housing-focused case management services up to the point of exiting homelessness through housing/reunification. The Fiscal Year 2026 award amount for this contract is \$6,959,216.00 (\$2,262,700.00 for 2026, \$2,319,267.00 for 2027 and \$ 2,377,249.00 for 2028).

Funding Source:	General Funds
Project Name:	Street Outreach Services
Budget Type:	Focused Cost Reimbursement
Contractor Address:	2111 Champa Street Denver, CO 80205
Organization Type:	Non-Profit

II. SERVICES DESCRIPTION

A. Colorado Coalition for the Homeless will be responsible for adhering to the Street Outreach Program Standards document to be provided by HOST.

B. List of Services to be provided by contractor

1. Street Outreach

- a. The Denver Street Outreach Collaborative (DSOC) will provide street outreach at the direction of the Department of Housing Stability (HOST). DSOC will provide outreach and engagement services to households experiencing homelessness in Denver with a focus on those who are chronically homeless, disconnected from facility-based programming, and in encampment settings.
 - i. 5 DSOC FTE may be designated to targeted Street Engagement Operations.
 - ii. 7 DSOC FTE will be designated to housing- focused street outreach activities

- b. DSOC will coordinate with the HOST for the coordination of care and provision of outreach services to shared clients.
- c. DSOC outreach will be scheduled under direction of HOST.
- d. DSOC agrees to provide HOST with an on-call number to be utilized to coordinate for an outreach response in emergency situations outside of regular business hours but still within the hours of M-F 8AM – 9PM and Saturday-Sunday 8AM - 9PM.
- e. Days of operation may be extended during cold and other weather emergencies.
- f. DSOC will coordinate with HOST staff for provision of same-day services when a client is identified at a response location.
- g. DSOC outreach workers will have visible ID and branded items such as lanyards, backpacks, or other similar gear, to easily identify outreach workers.
- h. DSOC will respond to all requests for outreach service within 2 working days.. DSOC shall retain discretion to suspend deployments to environments that have clear, present, and imminent safety risk. These risks, or any emergent incident that interferes with outreach deployment shall be promptly communicated to HOST.
- i. As local experts in the engagement of, and provision of services to, households experiencing unsheltered homelessness, DSOC will assist HOST to improve understanding of needs, experiences, and solutions for this unique service population. This improved understanding relies upon DSOC's ongoing, meaningful engagement through activities inclusive of, but not limited to, representation of persons with lived expertise in advisory and decision-making bodies, administering surveys, conducting interviews, and other initiatives as appropriate.
- j. Enter households' information into the Homeless Management Information System (HMIS) and enrollment into the relevant Street Outreach program within 2 working days of contact and must have a 90-day auto-exit set up within the program, and exit from street outreach as client enters shelter/housing etc.
- k. DSOC will develop a plan alongside HOST and the MDHI HMIS team to maintain quality data for DSOC programs in HMIS. Elements for consideration and review for the plan include, but are not limited to, standard procedure for exiting clients in HMIS, and aggregate reporting of camp level data.
- l. DSOC may need to resolve cases in the City and County of Denver's Salesforce system for 311 calls that this team addresses specifically for households that are experiencing homelessness.
- m. Complete Coordinated Entry assessments for housing assistance as determined by Denver's Continuum of Care (CoC) the Metro-Denver Homeless Initiative (MDHI)
- n. Support the city's efforts to ensure a quality By Name List and utilize HMIS in a way that aligns with the city's standards to assist with coordination of services

- o. Supporting basic needs, building rapport, acquiring vital documentation, enrolling people in public benefits all to work toward a housing focused outcome.
- p. Participate in case conferencing as determined by lane of work (daily, weekly, etc.)
- q. Assist individuals with completion of entitlement and benefits applications i.e. Medicaid, SNAP, SSI, SSDI etc.
- r. Link individuals to resources in the community and provide a warm handoff to service providers
- s. Provide and/or arrange for transportation to services appointments
- t. Assist in increasing income through referrals to employment services and/or job skills training
- u. Develop individual service and ongoing support plans
- v. Coordinate with medical, dental and mental health providers
- w. Provide crisis intervention and connection to emergency services when appropriate

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
 - 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 annually. 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
Outreach Staff Support Services Case Management Homeless Management Information System (HMIS) use Staff training Program Policies HOST funding	Referrals Transportation, Connection to benefits Engagement with partners Develop support plans Coordination with City Support Severe Weather Activations Housing First Intervention Timely submission of invoices Participant feedback	Number of households enrolled in HMIS annually	715 HH	Exits to Permanent or Stable Housing annually	112 HH	Address Unsheltered Homelessness Expand pathways to successful rehousing Complete shelter system transformation toward rehousing Improve homelessness resolution system for families
		(Inflow) Duplicated contacts annually	9,030	Exits to Shelter annually, assuming aligned and available units	354 HH	
		(Inflow) Unduplicated contacts annually	705			
		Ongoing Case Management Services from outreach	70%			
		Connection to services (health care, behavioral health, SUD, benefits)	60%			
		Behavioral health unique clients annually	180			
		Behavioral health duplicated contacts annually	1,075			
		Medical unique clients annually	250			

		Medical duplicated contacts annually	1,040			
		OneHome enrollment/assessments	80%			
		Data Quality	Per HMIS rules			

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 15th 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 – 2,145 (some households served will carry over between contract years).
Year 2026: 715
Year 2027: 715
Year 2028: 715
 - 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.

Table A		
HMIS Data Entry Time Frame		
Program Type	Minimum Data Elements	Time Frame for Entry
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		
Homelessness Prevention Programs	Program Entry/Exit, Services	7 Calendar Days After Enrollment/ Eligibility is Established
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 15th 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. Conduct street outreach services to serve adult households who are unsheltered (living outdoors, in vehicles including RVs, or other places not meant for human habitation).

Street Outreach	Year 2026	Year 2027	Year 2028
General Fund	\$2,262,700.00	\$2,319,267.00	2,377,249.00
Total Contract Amount	\$6,959,216.00		

IX. Budget

Contract Program Budget Summary					
Contractor Name/Project:	Colorado Coalition for the Homeless - Street Outreach Services				
City Contract #:	HOST 202581993				
Budget Term:	1/1/2026-12/31/2026	Program/Fiscal Year:		2026	
Budget Category	General Funds 2026	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Project Director	\$95,341	\$95,341	\$95,341	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: .9 FTE Project Director to oversee and coordinate outreach activities among internal, external, and subcontracted staff. Responsible for all contracted deliverables and grant reporting. Point-of-contact for HOST communications, including outreach requests and coordination of special projects.
Program Manager	\$100,350	\$100,350	\$100,350	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: 1.2 FTE Program Management to oversee all frontline staff and day-to-day services.
Administrative Assistant	\$26,780	\$26,780	\$26,780	100.00%	[Full-time/ 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: .5 FTE Administrative Assistant to track client needs purchasing, maintain updated client files, research and maintain resource database for program clients, support outreach dispatching to HOST requested locations, and process motel vouchers.
Outreach Workers	\$329,360	\$329,360	\$329,360	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: 6 FTE Outreach Workers to engage in housing- focused engagement and connection to services outlined in contracted scope of work to people experiencing unsheltered homelessness in coordination with city strategy.

Budget Category	General Funds 2026	Total Costs requested from HOST	Agency Total		Budget Narrative
Registered Nurse	\$160,400	\$160,400	\$160,400	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: 2 FTE to provide acute and chronic nursing care to people experiencing unsheltered homelessness in coordination with outreach teams across the project, and to coordinate care plans and access to medical, BH, and SUD care.
Medical Provider	\$0	\$0	\$45,000	0.00%	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: 2 FTE Medical Provider to provide essential healthcare services, including primary care and MAT services for acute and chronic conditions (CCH to fund this position as match)
Behavioral Health Clinician	\$221,700	\$221,700	\$221,700	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: 3 FTE Behavioral Health Clinicians to triage behavioral health needs, address barriers to prosocial behaviors, provide acute and chronic behavioral health support, refer to additional resources in the community, and support individuals engaged by Outreach teams in transitions out of unsheltered homelessness.
Total Salary:	\$933,931	\$933,931	\$978,931	95.40%	
Fringe Benefits	\$228,813	\$228,813	\$228,813	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:	\$1,162,744	\$1,162,744	\$1,207,744	96.27%	
Other Direct Costs	Amount	Subtotal	Amount	%	
Program Expenses and Supplies	\$9,000	\$9,000	\$9,000	100.00%	This includes but is not limited to staff cell phones, data plans, staff equipment including backpacks, position specific attire, laptops and other computer equipment.

Budget Category	General Funds 2026	Total Costs requested from HOST	Agency Total		Budget Narrative
Client Support (No Indirect)	\$50,540	\$50,540	\$74,764	67.60%	Items given directly to clients. This includes but is not limited to food, transportation assistance, household move-in expenses, storage units, motel vouchers, gas cards, household products/items, and clothing. Funds also support rapid resolution through family reunification and rent assistance. The HOST required client support spending of \$74,764 will be spent during the contracted period either through CCH matched funds or reallocated contracted funds, if available through mid-contract amendment.
Mileage	\$7,500	\$7,500	\$7,500	100.00%	Reimbursement for miles driven on staff vehicles and gas for CCH owned and operated vehicles.
Staff Program/Project Training	\$3,500	\$3,500	\$3,500	100.00%	Program-related trainings and training materials, registration fees, conference and travel fees.
Minor Equipment	\$7,800	\$7,800	\$7,800	100.00%	General office supplies less than \$500 per item such as paper, pens, staplers, notebooks, etc.
Facilities	\$72,000	\$72,000	\$72,000	100.00%	Specific office space dedicated to project staff to work, meet with clients, and store client support supplies.
Subcontractor St Francis Center	\$764,251	\$764,251	\$764,251	100.00%	Subcontractor 1 supervisor and 6 Outreach FTE
Total Other Direct Costs	\$914,591	\$914,591	\$938,815	97.42%	
Total Salaries, Fringe and Other Direct Costs	\$2,077,335	\$ 2,077,335	\$ 2,146,559	96.78%	
Indirect Costs					
Indirect Costs	\$185,365.00	\$185,365	\$185,365.00	100.00%	Indirect calculated 15% of Salaries, Fringe and Other Direct Costs (not including client support, admin cost subcontractor)
Grand Total	2,262,700	2,262,700	2,331,924	97.03%	

Contract Program Budget Summary					
Contractor Name/Project:	Colorado Coalition for the Homeless - Street Outreach Services				
City Contract #:	HOST 202581993				
Budget Term:	1/1/2027-12/31/2027	Program/Fiscal Year:		2027	
Budget Category	General Funds 2027	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Project Director	\$97,725	\$97,725	\$97,725	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: .9 FTE Project Director to oversee and coordinate outreach activities among internal, external, and subcontracted staff. Responsible for all contracted deliverables and grant reporting. Point-of-contact for HOST communications, including outreach requests and coordination of special projects.
Program Manager	\$102,859	\$102,859	\$102,859	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: 1.2 FTE Program Management to oversee all frontline staff and day-to-day services.
Administrative Assistant	\$27,450	\$27,450	\$27,450	100.00%	Full-timesalary 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: .5 FTE Administrative Assistant to track client needs purchasing, maintain updated client files, research and maintain resource database for program clients, support outreach dispatching to HOST requested locations, and process motel vouchers.

Budget Category	General Funds 2027	Total Costs requested from HOST	Agency Total		Budget Narrative
Outreach Workers	\$337,594	\$337,594	\$337,594	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: 6 FTE Outreach Workers to engage in housing- focused engagement and connection to services outlined in contracted scope of work to people experiencing unsheltered homelessness in coordination with city strategy.
Registered Nurse	\$164,410	\$164,410	\$164,410	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: 2 FTE to provide acute and chronic nursing care to people experiencing unsheltered homelessness in coordination with outreach teams across the project, and to coordinate care plans and access to medical, BH, and SUD care.
Medical Provider	\$0	\$0	\$46,125	0.00%	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: 2 FTE Medical Provider to provide essential healthcare services, including primary care and MAT services for acute and chronic conditions (CCH to fund this position as match)
Behavioral Health Clinician	\$227,243	\$227,243	\$227,243	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: 3 FTE Behavioral Health Clinicians to triage behavioral health needs, address barriers to prosocial behaviors, provide acute and chronic behavioral health support, refer to additional resources in the community, and support individuals engaged by Outreach teams in transitions out of unsheltered homelessness.
Total Salary:	\$957,281	\$957,281	1,003,406	95.40%	

Budget Category	General Funds 2027	Total Costs requested from HOST	Agency Total		Budget Narrative
Fringe Benefits	\$234,533	\$234,533	\$234,533	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:	\$1,191,814	\$1,191,814	\$1,237,939	96.27%	
Other Direct Costs	Amount	Subtotal	Amount	%	
Program Expenses and Supplies	\$9,225	\$9,225	\$9,225	100.00%	This includes but is not limited to staff cell phones, data plans, staff equipment including backpacks, position specific attire, laptops and other computer equipment.
Client Support (No Indirect)	\$51,804	\$51,804	\$76,633	67.60%	Items given directly to clients. This includes but is not limited to food, transportation assistance, household move-in expenses, storage units, motel vouchers, gas cards, household products/items, and clothing. Funds also support rapid resolution through family reunification and rent assistance. The HOST required client support spending of \$74,764 will be spent during the contracted period either through CCH matched funds or reallocated contracted funds, if available through mid-contract amendment.
Mileage	\$7,688	\$7,688	\$7,688	100.00%	Reimbursement for miles driven on staff vehicles and gas for CCH owned and operated vehicles.
Staff Program/Project Training	\$3,588	\$3,588	\$3,588	100.00%	Program-related trainings and training materials, registration fees, conference and travel fees.
Minor Equipment	\$7,995	\$7,995	\$7,995	100.00%	General office supplies less than \$500 per item such as paper, pens, staplers, notebooks, etc.
Facilities	\$73,800	\$73,800	\$73,800	100.00%	Specific office space dedicated to project staff to work, meet with clients, and store client support supplies.
Subcontractor St Francis Center	\$783,357	\$783,357	\$783,357	100.00%	Subcontractor 1 supervisor and 6 Outreach FTE
Total Other Direct Costs	\$937,457.27	\$937,457	\$962,286	97.42%	
Total Salaries, Fringe and Other Direct Costs	\$2,129,271	\$ 2,129,271	\$2,200,225	96.78%	
Indirect Costs					
Indirect Costs	\$189,999	\$189,999	\$189,999	100.00%	Indirect calculated 15% of Salaries, Fringe and Other Direct Costs (not including client support, admin cost subcontractor)
Grand Total	2,319,270	2,319,270	2,390,224	97.03%	

Contract Program Budget Summary					
Contractor Name/Project:	Colorado Coalition for the Homeless - Street Outreach Services				
City Contract #:	HOST 202581993				
Budget Term:	1/1/2028-12/31/2028	Program/Fiscal Year:		2028	
Budget Category	General Funds 2028	Total Costs requested from HOST	Agency Total		Budget Narrative
Personnel: Job Title	Amount	HOST Total	Amount	%	
Project Director	\$100,168	\$100,168	\$100,168	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: .9 FTE Project Director to oversee and coordinate outreach activities among internal, external, and subcontracted staff. Responsible for all contracted deliverables and grant reporting. Point-of-contact for HOST communications, including outreach requests and coordination of special projects.
Program Manager	\$105,430	\$105,430	\$105,430	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: 1.2 FTE Program Management to oversee all frontline staff and day-to-day services.
Administrative Assistant	\$28,136	\$28,136	\$28,136	100.00%	Full-timesalary 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: .5 FTE Administrative Assistant to track client needs purchasing, maintain updated client files, research and maintain resource database for program clients, support outreach dispatching to HOST requested locations, and process motel vouchers.

Budget Category	General Funds 2028	Total Costs requested from HOST	Agency Total		Budget Narrative
Outreach Workers	\$346,034	\$346,034	\$346,034	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: 6 FTE Outreach Workers to engage in housing- focused engagement and connection to services outlined in contracted scope of work to people experiencing unsheltered homelessness in coordination with city strategy.
Registered Nurse	\$168,520	\$168,520	\$168,520	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: 2 FTE to provide acute and chronic nursing care to people experiencing unsheltered homelessness in coordination with outreach teams across the project, and to coordinate care plans and access to medical, BH, and SUD care.
Medical Provider	\$0	\$0	\$47,278	0.00%	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: 2 FTE Medical Provider to provide essential healthcare services, including primary care and MAT services for acute and chronic conditions (CCH to fund this position as match)
Behavioral Health Clinician	\$232,924	\$232,924	\$232,924	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: 3 FTE Behavioral Health Clinicians to triage behavioral health needs, address barriers to prosocial behaviors, provide acute and chronic behavioral health support, refer to additional resources in the community, and support individuals engaged by Outreach teams in transitions out of unsheltered homelessness.
Total Salary:	\$981,212	\$981,212	\$1,028,490	95.40%	

Budget Category	General Funds 2028	Total Costs requested from HOST	Agency Total		Budget Narrative
Fringe Benefits	\$240,396	\$240,396	\$240,396	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:	\$1,221,608	\$1,221,608	\$1,268,886	96.27%	
Other Direct Costs	Amount	Subtotal	Amount	%	
Program Expenses and Supplies	\$9,455	\$9,455	\$9,455	100.00%	This includes but is not limited to staff cell phones, data plans, staff equipment including backpacks, position specific attire, laptops and other computer equipment.
Client Support (No Indirect)	\$53,099	\$53,099	\$78,549	67.60%	to food, transportation assistance, household move-in expenses, storage units, motel vouchers, gas cards, household products/items, and clothing. Funds also support rapid resolution through family reunification and rent assistance. The
Mileage	\$7,880	\$7,880	\$7,880	100.00%	Reimbursement for miles driven on staff vehicles and gas for CCH owned and operated vehicles.
Staff Program/Project Training	\$3,677	\$3,677	\$3,677	100.00%	Program-related trainings and training materials, registration fees, conference and travel fees.
Minor Equipment	\$8,195	\$8,195	\$8,195	100.00%	General office supplies less than \$500 per item such as paper, pens, staplers, notebooks, etc.
Facilities	\$75,643	\$75,643	\$75,643	100.00%	Specific office space dedicated to project staff to work, meet with clients, and store client support supplies.
Subcontractor St Francis Center	\$802,943	\$802,943	\$802,943	100.00%	Subcontractor 1 supervisor and 6 Outreach FTE
Total Other Direct Costs	\$960,892	\$960,892	\$986,342	97.42%	
Total Salaries, Fringe and Other Direct Costs	\$2,182,500	\$ 2,182,500.00	\$2,255,228	96.78%	
Indirect Costs					
Indirect Costs	\$194,749	\$194,749	\$194,749	100.00%	Indirect calculated 15% of Salaries, Fringe and Other Direct Costs (not including client support, admin cost subcontractor)
Grand Total	2,377,249.00	2,377,249.00	2,449,976.76	97.03%	



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/19/2025

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).

PRODUCER IMA, Inc. - Colorado 1705 17th Street Suite 100 Denver CO 80202	CONTACT NAME: IMA Certificate Team PHONE (A/C, No, Ext): E-MAIL ADDRESS: certificates@imacorp.com FAX (A/C, No):														
INSURED Colorado Coalition for the Homeless 2111 Champa Street Denver CO 80205	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A : Philadelphia Indemnity Insurance Company</td> <td style="text-align: center;">18058</td> </tr> <tr> <td>INSURER B : Pinnacol Assurance</td> <td style="text-align: center;">41190</td> </tr> <tr> <td>INSURER C : Zurich American Insurance Company</td> <td style="text-align: center;">16535</td> </tr> <tr> <td>INSURER D : Houston Casualty Company</td> <td style="text-align: center;">42374</td> </tr> <tr> <td>INSURER E : Intact Insurance Company</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Philadelphia Indemnity Insurance Company	18058	INSURER B : Pinnacol Assurance	41190	INSURER C : Zurich American Insurance Company	16535	INSURER D : Houston Casualty Company	42374	INSURER E : Intact Insurance Company		INSURER F :	
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INSURER F :															

COVERAGES**CERTIFICATE NUMBER:** 1914694434**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 type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:			PHPK2554569-007	6/1/2025	6/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			PHPK2554569-007	6/1/2025	6/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			PHUB864027-007	6/1/2025	6/1/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	4054944 WC2983131-06	4/1/2025 4/1/2025	4/1/2026 4/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A E D	Employee Dishonesty Professional Liability Cyber Liability			PHSD1796725-022 MML0050530625 H25NGP20822104	6/1/2025 6/1/2025 6/1/2025	6/1/2026 6/1/2026 6/1/2026	Limit \$1,000,000 Limit Limit \$1,000,000 Agg: \$2,000,000 \$5,000,000

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

Certificate Holder Includes: Department of Housing Stability, The City and County of Denver, its elected and appointed officials, employees and volunteers. Certificate Holder and all other parties required by the contract are included as Additional Insured on the General Liability and Automobile Liability Policies, if required by written contract or agreement, subject to the policy terms and conditions.

CERTIFICATE HOLDER**CANCELLATION**

Department of Housing Stability 201W Colfax Ave Denver CO 80202	<p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE</p>
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Street Outreach, Youth Street Outreach and Community Ambassador Service Program Standards

Policy Number: SO_CA_1

Subject: Program Standards for Street Outreach, Youth Street Outreach and
Community Ambassador Services

Category: Programs

Effective Date: October 1, 2025

Review Cycle: Reviewed every three years or as needed

Distribution: Agencywide and all relevant contractor

Purpose: To establish standards for all contractors providing these services

Approved By: Department of Housing Stability (HOST)

Authorization:

Dr. Jamie Rife, Executive Director

Date

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1. Purpose

Street outreach and youth street outreach prioritizes connecting people experiencing unsheltered homelessness to lifesaving, person-centered, and culturally responsive services and resources while actively working toward securing stable and permanent housing solutions.

Community ambassador services interact with all residents and visitors of Denver to provide hospitality and/or safety services and/or public right-of-way cleaning services. Ambassadors support initial engagements with people experiencing homelessness, make connections with resources that are most appropriate for a person's needs and model pro-social behavior in the community.

Street outreach, youth outreach and community ambassadors will work in close coordination with each other to ensure non-duplicative, geographically defined coverage across Denver. The purpose of this policy is to establish standards for the implementation and operation of street outreach, youth street outreach and community ambassador services.

2. Scope

This policy applies to all HOST funded contractors offering street outreach, youth street outreach or community ambassador services. Contractors are expected to comply with these program standards when delivering street outreach, youth street outreach or community ambassador 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 to the contractor by the designated Program Officer (PO) or Director.
- The Director or PO will provide the contractor updated documents when revisions are made to the program standards.
- The Director or PO 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 Director or PO when there are concerns or issues regarding changes to the program standards.

4. Definitions

<u>Term</u>	<u>Definition</u>
Community Ambassadors	An individual or group responsible for actively connecting with and supporting members of the community through modeling prosocial behaviors and maintaining a clean and safe environment for all.
Continuum of Care (CoC)	A regional or local planning body that coordinates the homeless response system's housing and services funding for homeless families and individuals.
Culturally Responsive	Involves understanding and appropriately including and responding to the combination of cultural variables and the full range of dimensions of diversity that an individual brings to interactions. Cultural responsiveness requires valuing diversity, seeking to further cultural knowledge and working toward the creation of community spaces and workspaces where diversity is valued.
Diversion	Services designed to prevent households who have lost housing from entering shelter or spending more than seven nights homeless. Services include but are not limited to reunification with friends and family, financial assistance to obtain housing, and other support.
Homeless Management Information System (HMIS)	A local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families at risk of and experiencing homelessness. Each CoC is responsible for selecting an HMIS software solution that complies with HUD's data collection, management and reporting standards.
Housing First	A homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need necessities (like food, a place to live) before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance misuse issues.

In-Reach	Providing Services at existing locations where people experiencing homelessness may already seek services, such as day/night shelters, drop-in centers, institutions (hospitals/jails), libraries, soup kitchens, etc.
Motivational Interviewing	A case management technique that helps individuals explore and resolve their ambivalence about change. It's a collaborative, strengths-based, person-centered method that fosters intrinsic motivation and commitment to change.
Outreach	Providing services on the street, or in parks, abandoned buildings, bus stations, campgrounds, and other unsheltered settings.
Prevention	Services aimed at keeping households stably housed where they currently live. Services can include rental assistance, landlord remediation, employment support, and more.
Problem Solving	A person-centered, housing-focused approach that aims to quickly resolve housing crises by exploring creative, safe, and cost-effective alternatives to entering or remaining in traditional homelessness services.
Progressive Engagement	Continually revisiting a household's situation to identify protective factors and housing opportunities as trust builds.
Pro Social Behavior	Actions that benefit(s) other people or society such as helping, sharing, and cooperation.
Rapid Exit	Services that quickly move households already experiencing homelessness into alternative safe housing. Rapid Exit services are often the same as Diversion.
Rapid Resolution (RR)	An approach using problem-solving conversations, specialized case management, and flexible financial assistance to prevent or quickly resolve homelessness. Diversion, Rapid Exit, and Prevention services all fall within this category.
Trauma Informed Care	A service delivery approach that recognized the widespread impact of trauma and focuses on creating safe, trustworthy, and empowering environments for people have experienced trauma.
Vulnerability	In housing-related service assessments, vulnerability often refers to the level of increased exposure to harm a household face if remaining unhoused.

5. Program Description

Street Outreach and Youth Street Outreach Programs

Street outreach programs are designed to meet the immediate needs of people living in non-traditional settings that are not suitable for human habitations, (such as: undesignated campsites, RV's, cars, roads, parking lots, libraries etc.) by connecting them with emergency shelter, housing, or critical services and providing them with urgent, non-facility-based care. The role of the outreach worker is to serve as the "front door" for services for households who are not readily engaged with other homelessness services and providers while providing immediate, life-saving interventions. Street outreach programs are designed to meet the immediate needs of people living in non-traditional settings that are not suitable for human habitations, (such as: undesignated campsites, RV's, cars, roads, parking lots, libraries etc.) by connecting them with emergency shelter, housing, or critical services and providing them with urgent, non-facility-based care. The role of the outreach worker is to serve as the "front door" for services for households who are not readily engaged with other homelessness services and providers while providing immediate, life-saving interventions. Outreach programs should use person-centered engagement strategies to prioritize building strong relationships, while supporting autonomy and helping each person restore their own power. This looks like meeting people in locations that are the most convenient, comfortable and safe for them, actively listening, demonstrating respect and empathy, persistence, consistency and sitting with the person without judgement.

These programs should operate with a Housing First approach. Housing First programs believe that anyone can and should be housed and the barriers to permanent housing should be minimized. Housing First allows street outreach programs to move unsheltered individuals more quickly from places not meant for human habitation into permanent housing.

In this work, the promotion of community health and safety is key. Outreach happens in non-traditional settings with people who often have complex needs, outreach workers face challenges that require special skills to do their job effectively. Engaging people who are currently unsheltered in their environment means workers must be able to maintain the safety of themselves and the household's safety, have strong ethics and boundaries, and good coping skills after working under very difficult and stressful circumstances. Outreach workers must make frequent judgment calls about balancing safety and ethics with household's needs.

Community Ambassador Services

Community ambassador services are designed to be both proactive and responsive to community-based requests for service regarding; but not limited to, hospitality inquires, cleaning, graffiti removal, trash pick-up, and to persons experiencing homelessness in neighborhoods, businesses, and other public and private spaces. The role of an ambassador is to conduct basic street outreach with connection to appropriate services, provide crisis intervention and connection to emergency services when appropriate, conduct hospitality and safety services while promoting prosocial behaviors in the community.

Core Elements for All Program Categories

Whether the team is working on street outreach, youth specific street outreach or as community ambassadors there are a few core elements that span all program categories.

Data driven analysis to inform decision making. The use of data is imperative to assist with identifying patterns (demographically and geographically) in unsheltered homelessness, identifying

resource gaps, determining disparities, and measuring effectiveness. This also assists with the creation of broader strategies associated with addressing unsheltered homelessness. Because data is so informative in this process, ensuring data quality and integrity is extremely important. While street outreach programs will utilize the Homeless Management Information System (HMIS), community ambassadors may use HMIS as well as other programs to assist with collecting additional information not collected in HMIS. Regardless, prioritizing quality and integrity is key.

Strategic collaboration and partnerships are critical to this work. While these teams are all working to address unsheltered homeless in specific ways, to be effective and non-duplicative it is important to establish and maintain strong networks with all providers, communicate consistently, ensure role clarity while connecting with partners across the spectrum that connect with this population (i.e. law enforcement, first responders, other specialized teams, etc.).

These teams are considered key players when it comes to addressing extreme weather. During times that the City and County reach extreme weather thresholds, staff may be requested to work non-traditional hours to ensure unsheltered households are offered a safe place to stay. They may be asked to transport households, their pets and their belongings to appropriate shelter sites designated by the city to ensure life and limb injuries are prevented.

6. Policy Details

6.1 Core Principles

Street outreach, youth street outreach and community ambassador services are essential to a well-functioning homelessness service system. These services are traditionally one of the only service focused teams that serve people who are experience unsheltered homelessness and address the multifaced challenges that this specific population faces.

The following are HOST's core principles related to Street Outreach, Youth Outreach and Community Ambassadors:

- 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
- Housing- First Approach: Prioritizing providing permanent housing to people experiencing homelessness
- Harm-Reduction: Helps equip people with life-saving tools and information to create positive change in their lives, while possibly saving their lives
- Community Health and Safety: Promotion of health and safety to all is important to manage conflict, have purposeful engagement and be comprehensively prepared
- Strategic Collaboration: Used to maximize the limited resources available and make necessary life-saving connections
- Data-Informed Decision Making: Essential in identifying patterns, measuring outcomes and continuously improving service delivery to all populations

6.2 Target Population

- See section 6.3

6.3 Program Eligibility

Street Outreach and Youth Street Outreach Programs

- People experiencing literal unsheltered homelessness or
- People living in non-traditional settings that are not suitable for human habitations, (such as: undesignated campsites, RV's, cars, roads, parking lots, libraries etc.) and
- Households living in, moving into or are within Denver

Community Ambassador Services

- All residents and visitors of Denver, included but not limited to:
 - People experiencing literal unsheltered homelessness or
 - People living in non-traditional settings that are not suitable for human habitations, (such as: undesignated campsites, RV's, cars, roads, parking lots, libraries etc.) and
 - Households living in, moving into or are within Denver

6.4 Service Types & Examples

Street Outreach and Youth Street Outreach Programs

All services provided to people experiencing unsheltered homelessness should be done by using a person-center progressive engagement model. The following is a list of service examples:

- Reunification with family of friends and other types of rapid resolution
- Short hotel stays that lead to a permanent housing solution
- Rental assistance
- Essential document navigation
- Benefit application assistance
- Transportation
- Case management
- System navigation and connections (i.e. medical, behavioral health, substance misuse, etc.)

Community Ambassador Services

The following is a list of service examples:

- For all residents and visitors of Denver:
 - Hospitality recommendations
 - Public right of way cleaning services
 - Safety services
 - Promoting prosocial behavior
- For people experiencing unsheltered homelessness:
 - Reunification with family of friends and other types of rapid resolution
 - System navigation and connections (i.e. other homeless service provider, other outreach teams, etc.)
 - Light touch case management

6.5 Use of Funding

HOST funds must be expended in accordance with the executed Agreement with each provider. This section is meant to provide guidance on the use of client support funding.

Client support funds can be used creatively to directly support people experiencing unsheltered homelessness end their episode of homelessness and/or help lower barriers to housing and supports. Examples include:

- Rent, pet or utility deposits
- Basic need items
- Paying for rapid resolution items
- Paying for essential documents

7. Workflow

Street Outreach and Youth Street Outreach Programs

Outreach Schedules & Locations

- Responsible Staff: HOST Leadership
- Tasks: Establish and communicate standard outreach schedule, including hours and days of the week, as well as designating the service delivery locations for contracted partners. Ensure consistency across internal and external outreach teams during normal operations and require the participation of contracted partners to support HOST outreach during emergency or inclement weather events.
- Result: Coordinated schedule that aligns internal teams and contracted partners to ensure coverage across multiple locations and schedules.

Referral & Location Assignment

- Responsible Staff: Program Leadership
- Tasks: Review referrals within 48 hours, delegate to outreach teams by zone/assignment, prioritize sensitive requests (i.e. children are present, safety concerns, DPD bridge hotel placements, etc.) and prepare outreach list with locations and notes.
- Result: Referrals followed up on in a timely fashion, outreach assignments, assigned daily.

Engagement & Relationship Building

- Responsible Staff: Outreach Case Coordinators
- Tasks: Visit assigned locations, attempt engagement, provide trauma-informed support, distribute basic needs items and supplies
- Result: Initial contact conducted, HMIS profile creation, outreach case coordinators contact information is provided

Housing Focused Outreach

- Responsible Staff: Outreach Case Coordinators
- Tasks: Connect clients to shelter options, conduct HMIS program enrollments and coordinated entry assessments, assist with procurement of vital documents, complete applications for public assistance and housing waitlists, provide resources related to, but not limited to transportation, employment, and legal services.

- Result: HMIS enrollment, coordinated entry assessment completed, reduction of housing barriers and challenges.

Behavioral/Mental Health & Medical Support

- Responsible Staff: Outreach Case Coordinators/Behavioral Health Clinicians/Street Nurses
- Tasks: Outreach staff will refer to appropriate medical support team, provide harm reduction support and advise of best practices, connect to substance use treatment options and sober living, address urgent medical concerns.
- Result: Connection to primary care, behavioral and mental health services, and substance use treatment

Documentation & Data Management

- Responsible Staff: Program Leadership/Outreach Case Coordinators
- Tasks: Update HMIS to reflect current client status and contact information, timely documentation of all services provided in HMIS, consistent review of caseloads, exit all clients from programs as appropriate.
- Result: Accurate and current HMIS records, documenting responses to referrals, reliable records

Case Conferencing & Coordination

- Responsible Staff: Program Leadership/Outreach Case Coordinators/Partner Organizations
- Tasks: Develop coordinated service plans, participate in ongoing case conferencing meetings, manage By-Name Lists and caseloads, prioritize individuals for referrals into shelter
- Result: Coordination of shelter placements, next steps and follow up tasks assigned, outreach plan implementation

Outcomes & Reporting

- Responsible Staff: Program Leadership
- Tasks: Track and report outcomes such as individuals engaged, placements into housing/shelter, services provided, program enrollments and exits.
- Result: Standardized report outs to stakeholders and staff, documented outcomes and successful resolutions, timely updates of all trackers.

Community Ambassador Workflow

Community Ambassador Schedules & Locations

- Responsible Staff: HOST Leadership
- Tasks: Establish and communicate standard schedule, including hours and days of the week, as well as designating the locations for contracted partners. Ensure consistency across teams during normal operations and require the participation of contracted partners to support outreach during emergency or inclement weather events.
- Result: Coordinated schedule that aligns internal teams and contracted partners to ensure coverage across multiple locations and schedules.

Coverage & Visibility

- Responsible Staff: Community Ambassadors
- Tasks: Maintain daily presence in assigned locations, greeting residents and visitors. Serve as approachable community representatives.

- Result: Residents and tourists feel welcomed and supported with consistent ambassador presence in public spaces.

Hospitality & Safety Services

- Responsible Staff: Community Ambassadors
- Tasks: Provide directions, answer questions, and assist with visitor needs. Promote pro-social behavior. Address safety concerns by de-escalation and notifying appropriate partners for support.
- Result: Public safety concerns are addressed quickly, and residents feel safe.

Public Right-of-Way Cleaning & Maintenance

- Responsible Staff: Community Ambassadors
- Tasks: Identify and respond to issues like graffiti, litter, waste, and other maintenance needs. Perform light cleaning or request city service support as needed. Coordinate with city leads on cleaning and maintenance for non-duplication of services.
- Result: Public spaces remain clean and sanitary, creating a welcoming space for visitors.

Light Outreach to People Experiencing Homelessness

- Responsible Staff: Community Ambassadors
- Tasks: Approach individuals in a respectful, trauma-informed manner. Provide information about shelters, services, and resources. Collect basic information for referrals and/or entry into HMIS.
- Result: Individual/s connected to service or referred to appropriate resource(s).

Reporting and Coordination

- Responsible Staff: Community Ambassadors/Program Leadership
- Tasks: Enter data on daily interactions, tasks completed, and services provided into appropriate reporting systems and HMIS. Provide consistent reports to leadership staff and appropriate city contacts.
- Result: Reliable data collected to document work completed, with patterns and trends identified for help in future planning.

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 finally 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.
- 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," exits from the program, 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 a written and dated 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. 1st official warning (documented in log/notes) >
 4. 2nd 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 program.

Grievance Forms may be provided to client/constituent by request and will be available by paper copy/ Microsoft Form from staff members.

- Staff should notify supervisors when grievance is reported to best keep track of reports and grievances.
- If staff are subjects of filed grievances, their supervisor will be notified for debrief and discussion with staff member. Staff member can describe their account of events to see if further steps are necessary.
- Multiple grievances filed for the same individual may require further discussion with direct supervisor and team director.
- Additional grievances may result in elevated disciplinary measures.
- <https://forms.cloud.microsoft/Pages/ResponsePage.aspx?id=s3rIORJmwEKWIKaW0S34A2Rq3nBvq1RFu1xqSLjSsglURFE1R09VOTBTUEgxSzZIWUM4UVZHTUVUTi4u>

OUTREACH and STREET AMBASSADORS' GRIEVANCE FORM (also in the form above)

- Date report is made:
- Date of event if different:
- Client/Constituent Name:

- Location of event:
- Contact Information of reporter:
- Are you a:
 - Client
 - Constituent
- Who Was Involved:
- What is the concern/What happened?
- What suggestions do you have for us in resolving this?
- Additional notes and suggestions:

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 what by program households. 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.

Feedback form can be provided by request but should be offered to clients before time of program exit. It is to be communicated to clients that the form does not impact them in any way and is solely to receive information regarding client satisfaction/concerns with services provided. Clients should not write any identifying information in order to maintain anonymity in feedback responses.

Street Outreach, Youth Street Outreach and Community Ambassador Satisfaction Survey:

<https://forms.office.com/Pages/ResponsePage.aspx?id=s3rIORJmwEKWIKaW0S34A2Rq3nBvq1RFu1xqSLjSsglUQ0pUTVVYUExFNDVDREQxQUxGWVI0Qlk1SS4u>

9. Oversight & Quality Improvement

Programs must review 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.

- Recommended staffing allows for 15–25 outreach clients per month, per worker.
- Providers must participate in community of practice sessions and ongoing training.
- Required staff competencies include, problem solving discussions, trauma-informed care, motivational interviewing, cultural humility, housing navigation, and conflict mediation.

- Outreach workers and community ambassadors are required to review safety related best practices with their agency supervisor. For questions related to best practice, please refer to the agency Program Officer or Director.

9.2 Data, Documentation & Metrics

- All HOST funded street outreach, youth outreach and community ambassador programs must collect and report on data demonstrating progress achieving the output and outcomes documented in the Agreement.
- All HOST Street outreach, youth outreach and community ambassadors funded programs must complete an HMIS Intake, Annual Assessments as needed. HMIS outreach programs should use a 90-day auto-exit protocol or collect an exit assessment for all individuals housed.
- 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.
- Every HMIS user will have to complete a new user training on the system, policies, procedures, and protocols prior to receiving access to the system. Current users are required to take an annual recertification course.
- Data Quality and Metrics
 - Entering data in a timely manner can reduce human error that occurs when too much time has elapsed between the data collection/service transaction and the data entry. Entering data as close as possible to the incident or activity is also essential to the effectiveness of the Coordinated Entry System (CES).
 - Data elements for Outreach services and enrollment are entered within 2 days of the first contact as the client is in the engagement process.
 - The acceptable threshold for compliance is 90% for all program types. Every program must follow the timeframe outlined in the plan.
 - The percentage of all clients served with null/missing answers or without full and valid responses in HMIS should be no higher than 5%
- Data Accuracy
 - The purpose of accuracy is to ensure that the data in is the best possible representation of reality as it relates to homeless persons and the programs that serve them.
 - Staff entering information into the HMIS database must enter information as stated by the client.
 - Every project must enter data on clients in the same way over time, regardless of which staff person is recording the data in HMIS.
 - Recording inaccurate information is strictly prohibited.

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 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 above mentioned 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 while following federal guidelines. 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.
- 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/ Director.

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. While outreach programs are not housing programs directly, contractors are still strongly encouraged to adhere to the following principles, and to incorporate them into their policies and day-to-day activities:

- **Low Barrier and 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. Staff help clients prepare vital documents, income verification, etc. to ensure housing readiness when applicable.
- **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 and Culturally Responsive 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:** Recognize individuals may have had negative experiences with systems; build and earn trust through honesty, transparency, consistency and respect 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.
- Intersectionality: Work to understand clients and their experiences holistically, recognizing intersectional identities and cultural background, unique trauma history, family context, and physical/social needs.
- 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.
- Staff Training and retention: Staff are exposed to cultural differences and intentionally trained on best practices with diverse populations. Recruiting and retaining diverse employees who are representative of the population being served. Continually deepening organizational awareness of complex and interconnected dynamic of cultural expectations, trauma, history, and social expectations.

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. Though street outreach case management is often a light touch and the first start, the emphasis still applies. 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.

10.2 Additional Guiding Principles

The following are key practices, guiding principles that serve as expectations to all contract recipients to ensure clients have the most successful outcomes.

Coordinated and Tailored Approach

Coordinated street outreach is a vital strategy for engaging individuals experiencing unsheltered homelessness through structured, proactive, and geographically targeted efforts.

- Zone outreach: can effectively divide geographical locations based on volume, size, service area, etc. to effectively support areas.
- Understanding of outdoor 'hotspot' locations: (encampments, vehicle dwelling and panhandling spots, etc.), in order to ensure consistent coverage and relationship building.
- Intentional monitoring: specifically of areas with historical patterns and high rates of unsheltered homelessness, encampments and generally high traffic areas, even if not active currently. So, to inform resource and staff allocation.
- Receptive to direct referrals: from community partners, other service providers, etc. While maintaining communication and providing updates as needed.
- Client specific needs: Tailoring outreach services based on the household makeup, and if there are children.

Coordinated efforts require a fluid and malleable approach to meeting the need of service where is necessary in a constantly changing and dynamic landscape.

Person- Centered

Person-centered street outreach prioritizes individualized engagement strategies that respect the autonomy, dignity, and unique circumstances of people experiencing unsheltered homelessness. Outreach teams should employ techniques that place the individual at the forefront and foster open dialogue to understand trust and the person's readiness for change.

- Centering client: perspective, strengths, agency and autonomy
- Meet clients where they are: Outreach staff intentionally meet clients where they are geographically, emotionally, cognitively and socially, so to build trust and grow toward improves outcomes in a tailored and collaborative manner.
- Motivational interviewing and progressive engagement: Utilize motivational interviewing and progressive engagement as foundational techniques in engagement. Motivational interviewing shifts away from traditional update/progress-drive format, favoring interactional skills- based techniques that prioritize client's own thoughts, behaviors and subconscious feelings to strengthen internal drive toward change and growth.

This model encourages continuous support, adjusting interventions as needed to reflect the individual's progress and emerging needs.

Safety Oriented

Willing and able to develop malleable and always improving safety plans and team culture that aims to prioritize consistent feedback, monitoring trends, and collective learning. Examine past unsafe or unsafe encounters in order to empower staff to make safety judgements in the moment to avoid and remove themselves from dangerous situations. Prioritize harm reduction practices in client interactions and with higher risk populations.

- Coordinated Safety Practices: Centered around situational awareness, staff grouping and onsite communication that support outreach.

- Staff are expected to always do outreach in pairs, keep supervisors not in the field updated with location (can utilize smartphone location broadcasting if deemed necessary) and must be responsive to messages specifically for safety and coordination issues. Outreach teams must communicate with each other in the field explicitly and implicitly as needed specifically for locational and situational safety. Maintaining links with crisis response teams and behavioral health support are essential, especially if outreach teams lack a behavioral health provider.
- Safety Training: Staff receive safety skills training and periodic refreshers, as well as the emphasis that a part of their job is taking care of themselves. The emphasis on situational and self safety contribute to more openness in the workplace, staff retention and resiliency. Continually learn and build upon crisis de-escalation intervention skills and conflict resolution.
- Consistent and Updated: Stay consistent and updated on best practices around situational awareness, client behavior and de-escalation, safety planning, client safety, boundary setting, engaging clients in variety of encampment types, vehicle outreach, and indoor settings/home visits, transporting clients safely in vehicles, safety around dogs; weather events, an emergency situations.
 - Outreach teams can scope out sites prior to direct outreach, in some cases can utilize peer specialists or trusted clients in the community to identify riskiness of locations. Outreach teams can wear matching clothing, ideally in bright colors (not associated with enforcement), so teams are more easily identified as street outreach support.
- Harm Reduction: An emphasis on addressing basic needs while promoting health and wellbeing. Specifically promoting health access, including physical and mental health care, preventative care and substance use offerings. Also prioritizing overdose prevention measures including distribution of safe supplies (Naloxone, sanitizing wipes, etc.).