

Tamarac Family Shelter Agreement

Safety, Housing, Education, & Homelessness Committee

March 27, 2024



DENVER
HOUSING STABILITY

Action Requested Today

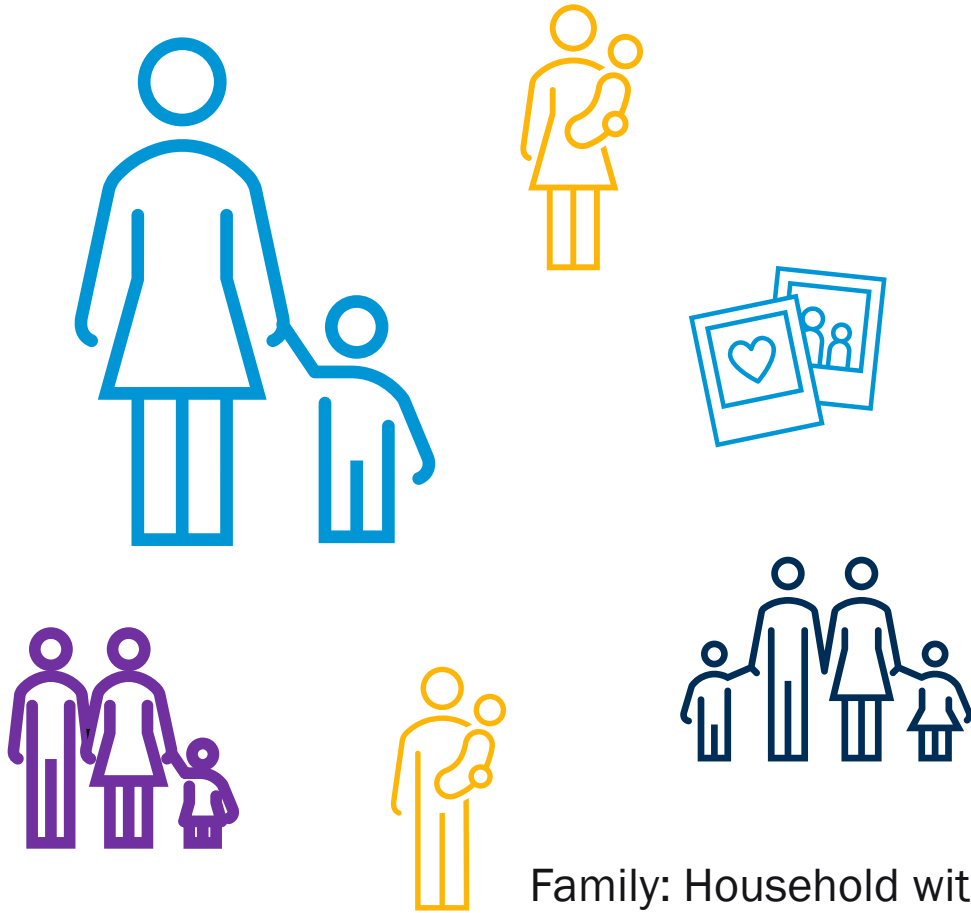
Approval of the following:

- **24-0369:** Approves a contract with The Salvation Army for a total of \$8,006,556. These funds will be used to support family shelter intake and access services, housing focused case management and housing navigation, as well as operations at The Tamarac Family Shelter. The contract term will be February 1, 2024, to December 31, 2024.

Family Shelter Overview

In our homelessness resolution programs, we measure the capacity to serve individuals by the number of beds available.

Because there are typically two or more people in a family, we refer to "units" to serve these households. These units each serve multiple people.



Family: Household with minor children or dependent adult children

Family Shelter System

- The Connection Center (operated by the Salvation Army) is a one-stop-shop for families looking for shelter.
- This centralized resource did not exist previously
- Unfortunately, there is a waitlist for families calling to seek shelter space, as there are more families than we have family shelter units available
- There are currently 99 households on our family shelter waitlist
- The Tamarac Family Shelter, once full, would cut our family shelter list down (currently, 136 of 200 rooms are filled at the Tamarac).
- This contract would ensure we could utilize full capacity at the Tamarac for families currently on the waitlist



Project Summary: Tamarac Family Shelter Agreement

- This funding will support **housing-focused case management** and **housing navigation**. Additionally, increased funding will allow for more families to be served at the new Family Non-Congregate Shelter and will include more wraparound services, such as **employment and education support**.
- This new program will be comprised of **four components**:
 - 1) Access and Intake,
 - 2) Short-term shelter,
 - 3) Long-term shelter, and
 - 4) Housing navigation.
- The Salvation Army will also be responsible for the **day-to-day operations** of the non-congregate shelter.

Success Metrics

TSA is the City's largest family shelter program (previously located at the Comfort Inn) and has been in operation since January 2023.

Historically, this shelter program is **the most successful City-funded family shelter**.

Metric	Short-term Program	Long-term Program	Total
Households (hh) Served	672	311	833
Individuals Served	2,103	1,077	2,472
Average Length of Stay	38 days	108 days	
Exits to Permanent or Stable Housing	16% (80 hh)	52% (109 hh)	30% (189 hh)
Positive Exits (housing & shelter, NOT to street homelessness)	80% (403 hh)	74% (154 hh)	86% (537 hh)

- 290 have been connected to employment or employment services
- 590 (74%) have actively engaged in case management, which is considered incredibly high engagement

Scope of Work: Access Point and Intake Team

The access point and intake team serve as the front door to screen families before entering the shelter program. The team determines if:

- a family should receive Rapid Resolution assistance to divert them to more appropriate locations than the shelter system;
- a family should be accepted into the short-term, intensive crisis stabilization program with a maximum stay of approximately two weeks to provide necessary supports to help quickly resolve their episode of homelessness; or
- a family should be accepted into the long-term shelter program with a maximum stay of approximately 180 nights, reserved for households in need of additional support and services in order to successfully exit to stable or permanent housing.

Scope of Work: Services

This contract provides:

- housing-focused case management, including conflict resolution
- support with maintaining or increasing income/benefits
- case planning
- conducting needs assessments
- housing navigation
- assistance with obtaining vital documents
- employment navigation
- school enrollment and advocacy
- additional direct client support, such as transportation or move-in assistance.

The Salvation Army will also be responsible for providing up to three meals a day to all guests in the family non-congregate emergency shelter.

Scope of Work: Operations

The Salvation Army will also be responsible for the day-to-day operations of the non-congregate shelter:

- Janitorial
- Exterior litter pick up
- Telecom (cable)
- Minor maintenance (i.e., plugged toilets, any other repairs not involving specialized tools)
- Interior lighting
- Pest control
- Maintenance of common areas
- Snow Removal – sidewalks, walkways, and entries
- Snow Removal – parking lot

Staffing

Positions	Contracted Amount (FTE)	# Currently Filled
Family Transformational Housing Director	.4	.4
Temp Housing Asst. Director	1	1
Facilities Director	1	1
Program Manager	1	1
Shift Supervisors	4	1
Maintenance Technicians	7	0
Program Assistances	16	14
Lead & Housing Case Managers	12	13
Lead Housing Navigator & Housing Navigators	3	0
Intake Coordinator	1	1
School Engagement Lead & Navigators	3	0
Lead Access/Intake Coordinator	1	1
Access Case Manager	5	4
Connection Center Director	.2	.2
Quality Assurance Specialist	.75	.25
Total	56.35	33.85

Unfilled positions could not be recruited for until the approval of this contract and are in process. Capacity, as previously noted, is reduced at this time.

Additional Security Support

- The Salvation Army operates the facility with 24/7 staffing, security cameras and monitoring.
- Guest services staff are available to provide hospitality support, facilitate on-site food service, enforce program expectations, conduct room checks, monitor security camera footage, and ensure a safe environment.
- Training for all staff does include Non-Violent Crisis Prevention and Intervention (CPI) and Cardiopulmonary Resuscitation (CPR).
- Additionally, the City is contracting with a private contractor to provide on-site security

Accountability

- Mandatory quarterly reporting – qualitative and quantitative
- Monthly Operational meetings
- Quarterly Programmatic Site Visits cover:
 - Quality of services provided
 - Effectiveness of services meeting needs of the program
 - Review current spending and outcomes to date
- Contract Monitoring based on risk and funding source:
 - Review and analysis of current program information to determine the extent to which contractors are achieving established contractual goals.
 - Performance monitoring and reporting reviews.
 - Reviewing current spending and outcomes to date
 - Address any performance issues and require a corrective action plan to resolve concerns.
- All HOST contracts contain the ability for the city to cancel a contract with notice

The Salvation Army

Households Served

We expect to serve:

- 1,000 through the access and intake team,
- 800 households in both the short- and long-term shelter program
- 200 with rapid resolution or diversion services.

Contract Term	February 1, 2024 to December 31, 2024
Funding Source	Homelessness Resolution Fund
Contract Amount	\$8,006,556

Questions?



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