

**GOOD NEIGHBOR AGREEMENT REGARDING A
TEMPORARY MANAGED COMMUNITY
Located at
STONE CREEK at 4595 Quebec Street
and
THE ASPEN at 4040 Quebec Street**

This Good Neighbor Agreement (the “GNA” or “Agreement”) is entered into by and between the Central Park, Quebec Commercial District, Northeast Park Hill, and Greater Park Hill neighbors, collectively referred to as “Neighbors”, and The Salvation Army (TSA), and their two sites, located at 4595 Quebec Street (Stone Creek), and 4040 Quebec Street (The Aspen). Together, the Neighbors and The Salvation Army are referred to as the “Parties”.

The Salvation Army Background

The Salvation Army (TSA) has a rich history that dates back to its founding in England in 1865. It arrived in the United States in 1880, and in Colorado in 1887. Since then, the organization has been dedicated to serving the community and providing essential support to society’s most vulnerable and underserved populations through programs addressing poverty, homelessness, hunger, drug addiction, domestic violence, and human trafficking.

Today, TSA is a well-known and respected organization that serves approximately 25 million people nationwide every year. In Denver specifically, the organization has been heavily involved in social services since the 1980s, when it opened a residential addiction recovery center and several shelters, including a 20-family shelter for households with minors.

TSA’s Denver area programs expanded exponentially in 2020, as it responded to needs resulting from the COVID-19 pandemic. The legacy of this growth exists today in the form of several City of Denver-funded hotel based temporary housing programs or shelters, serving approximately 1,800 people every night. Through temporary housing, TSA provides three meals a day, basic necessities supporting hygiene and personal care, housing focused case management and housing navigation services, employment services, and private rooms for individuals, couples or chosen family (The Program). Temporary housing locations partner with community organizations to provide low barrier connection to services in the facility such as mental or behavioral health, substance use, medical and dental care, Denver Human Services, legal services and more. Some partners provide services on location, others provide information and referral to off-site services. Understanding the importance of pets, responsible owners are provided with resources to keep their pets with them while in temporary housing.

Stone Creek provides temporary housing for men, women, LGBTQ+, BIPOC individuals and couples. The program provides temporary housing for an average of 200 people every night. During City of Denver sanctioned emergency cold weather events, the ballroom spaces are made available to 150 individuals for nightly shelter.

The Aspen at the Denver Navigation Campus provides temporary housing for men, women, LGBTQ+, BIPOC individuals and couples. The program provides temporary housing for an average of 350 people every night. During the City of Denver sanctioned emergency cold weather events, the

ballroom spaces are made available to 300 individuals for nightly shelter. The facility will also host Denver's Navigation Center offering drop-in housing navigation services and connection services. Navigation Center operations are daytime drop-in services that target unhoused and precariously housed individuals, couples and families. People will be able to connect to services offered by community providers such as employment services, DMV, mental and physical health, Denver Human Services, substance use services, etc.

Neighborhood Background

- ✓ The Central Park United Neighbors comprises the infill development on Denver's old airport site, located to the east of the Quebec Street corridor north and south of Interstate 70.
- ✓ Quebec Commercial Corridor is home to trucking companies, transportation, fabrication companies, hotels along with many other types of businesses providing employment to hundreds of Denverites as well as shopping, and food. Our employees are diverse and hard working. It is a somewhat forgotten area, and the businesses struggle to maintain security for staff and assets. Large vehicles travel this area daily so there are unique public safety issues.
- ✓ Northeast Park Hill – LaMone
- ✓ Greater Park Hill Community, Inc., (GPHC) was founded in the 1960s and is a Registered Neighborhood Organization which represents all of Park Hill. GPHC represents all neighbors from Colorado Blvd., on the west, Quebec Street on the east, Colfax Street on the south, and the city limits on the north side.

The goals of this Good Neighbor Agreement (GNA) are to provide a means for Stone Creek, The Aspen and adjacent neighbors¹ to work effectively together so The Salvation Army, the individuals they serve, and the adjacent neighbors are able to experience the quality of life necessary to enjoy comfort and safety in their neighborhood.

This document defines the intent and agreement of all parties represented, by clearly identifying the expectations and responsibilities for The Salvation Army and the Neighbors in achieving their shared goals.

Key to achieving this is the Parties combined commitment to:

- Maintaining a peaceful, safe, and beautiful neighborhood.
- Establishing and keeping an open line of communication among the Parties.
- Developing a process to address questions, concerns and solve challenges.
- Providing a safe and welcoming environment for Program Participants and to neighbors, residents, property owners, visitors, and businesses, living in, working in, and visiting the area.
- Supporting Stone Creek and The Aspen's effective and safe operations at 4595 Quebec Street and 4040 Quebec Street.

¹ Adjacent neighbors in this document generally refers to neighbors and businesses within a 2-3 block area surrounding both The Aspen and Stone Creek.

WE, THE PARTIES agree to the following:

I. Communication and Coordination

a. Reporting Activity.

- i. Emergencies. In the event of an active crime or fire, please call 9-1-1.
- ii. Illegal activity. To report a crime that has taken place, but is no longer “active”, call 311.
- iii. Mental health issues. To report someone in mental health distress, please call 720-913-STAR (7827), or call 9-1-1 and request a STAR team response.
- iv. Non-emergency. TSA will maintain a phone number and email that is monitored and responded to as quickly as reasonably possible, but always within 72 hours. This phone number and email will be posted in a conspicuous location, shared with the GNC, and neighbors.

Phone number – needed

Email – needed

1. To report a non-emergency issue or concern, such as trash, noise, loitering, or inappropriate behavior in the immediate area of TSA, please either call or email. In this instance, the immediate area is defined as, the property, parking lots, adjacent sidewalks, adjacent tree lawns and right of way.
2. If appropriate, a photo documenting the concern may be taken and texted or emailed to TSA.
3. TSA will make available translation for any other than English speaking individuals that call the TSA phone number.

b. 2-3 Block Issues or Concerns.

- i. In the event of a non-emergency unhoused or temporary managed community related issues, including developing encampments, both the Neighbors and TSA will call 311. Please see Exhibit D for additional information and clarity of expectations.

II. Communication and the Good Neighbor Committee.

- a. The Parties acknowledge that ongoing and regular communication is essential to maintaining a cooperative and successful relationship. To achieve this a Good Neighbor Committee (GNC) will be comprised of representatives listed below. If requested, the City will provide a facilitator for the GNC. The purpose of the GNC is to provide a small working group where all relevant entities are represented and can engage in open, honest, respectful, and transparent discussions regarding the challenges and opportunities for this site. The GNC serves as a place for these discussions to take place and be resolved.
- b. The GNC will be comprised of a minimum of;
 - i. One representative each from Central Park United Neighbors, Quebec Commercial Corridor, Northeast Park Hill RNO, and Greater Park Hill Community, Inc.,
 - ii. Two representatives from The Salvation Army,
 - iii. One representative from the Mayor’s office,
 - iv. One representative from the Council office, and
 - v. The Denver Police District’s Community Resource Officer or their designee.

- c. GNC members:
 - i. Will be committed to supporting the success of TSA and advocating for cooperation amongst the Parties.
 - ii. Will keep personally identifiable information and legally protected information confidential.
 - iii. Following the execution of this agreement, the GNC will meet monthly for the first six months following the execution of this Agreement, and then determine if they will move to quarterly meetings.
 - iv. Will review security reports, and other relevant items.
 - v. Will identify and establish a communication process with the Mayor’s office, Council office, and DPD so as to serve as a point of communication for collecting and disseminating information to their respective constituents.
 - vi. Will review and discuss any significant changes to the operation of Stone Creek and The Aspen by TSA.
 - vii. Will be provided with and discuss information regarding Stone Creek and The Aspen.
 - 1. This information will include;
 - a. Success metrics and stories,
 - b. Crime and other safety statistics from DPD,
 - c. Emergency responses,
 - d. Challenges and opportunities,
 - e. Complaints addressed and resolved, and
 - f. Summary of wrap-around services provided.
 - 2. Information may include data on Residents;
 - a. Obtaining housing, employment, reunification, etc.,
 - b. Involuntarily asked to leave,
 - c. Percentage engaged in case management,
 - d. Other information as appropriate.
 - 3. In the event of a significant happening, such as a homicide or building fire, the police or TSA will update the GNC as they are able so that the GNC can act as advocates for the correct facts.
 - d. The GNC may approve changes and updates to this Good Neighbor Agreement which will be clearly outlined, documented, and shared with the community.
 - e. The GNC membership may vote to remove a member of the GNC who either fails to attend a significant number of times or behaves in a manner inconsistent with the intent of the GNC.
 - f. A summary of the GNC’s meetings will be made available to the Parties and may be shared with the public.

III. Program Participant Expectations

- a. TSA will work with partner organizations and City agencies to establish transition plans to guide site Residents towards long-term stability in regard to income and housing, accessing healthcare and other services. These “wrap-around services” include, but are not limited to those listed in Exhibit B.
- b. Residents will have access to case management and health care services upon moving into Stone Creek and The Aspen.
- c. No guests are allowed in the Resident’s rooms, or in the other activity areas. Only Residents, staff, volunteers, monitored visitors and public health and safety emergency personnel, or other authorized persons are permitted within Stone Creek and The Aspen.

- d. Stone Creek and The Aspen Residents will be required to sign and uphold a basic site-specific “Community House Expectations” which will include, but not be limited to the items below. A copy of this agreement is attached as Exhibit A.
- e. If an individual does not follow the “Community House Expectations”, they can be exited from the program and the site. Reasons a Resident may be exited are listed below, and as Exhibit A, but may not be limited to either list and is carried out at the discretion of TSA.
 - i. Acts or threats of violence.
 - ii. Theft or damage to property.
 - iii. Weapon or drug possession. Use of substances inside the site.
 - iv. Changes in composition or occupancy other than as permitted in the “Community House Expectations” without expressed consent of the site.
 - v. Illegal activities.
- f. TSA follows a specific restorative justice model for addressing inappropriate behavior or behavior that violates the “Community House Expectations”. This process generally includes a verbal warning and discussion, then may escalate to a written warning and discussion, and if the behavior does not change the Resident is exited from the site.
 - i. If a Resident is exited from the site, TSA works with community resources to find an appropriate referral. The city is working on language to support transfers of this kind.
 - ii. When appropriate and possible, exited Residents will be transferred to a service location that may better meet their needs.
 - iii. If, in the very rare case where a Resident may be a threat to the neighborhood, TSA will ask for assistance from the Denver Police Department.

IV. Staffing and Site Operations

- a. Stone Creek and The Aspen will provide temporary housing for approximately 500 Residents. (200 at Stone Creek and 300 at The Aspen) There will be additional residents when the “cold weather shelter” criteria is activated. Full operating capacity is subject to TSA’s ability to maintain the standard level of care in maintaining a safe work and shelter environment.
- b. TSA will meet the “Service Description” expectations as outlined in their contract with the city (see Exhibit B & E)
- c. Guest Services will be available 24 hours, seven days a week. A minimum of three to four guest services staff will be scheduled per shift to provide hospitality support, facilitate on-site food service, enforce program expectations, conduct room checks, and ensure a safe environment.
- d. TSA staff and personnel will monitor both the internal activity at Stone Creek and The Aspen, and any activity immediately adjacent that may adversely affect the broader community and the Residents. (“immediately adjacent” in this instance refers the parking lots to the east and west of Stone Creek and The Aspen and the sidewalks and tree lawns adjacent to the property)
- e. TSA will support the Residents with necessary amenities to maintain health and sanitation of Stone Creek and The Aspen; including laundry services (City responsibility), toilets and showers (City responsibility), personal hygiene items, dog waste bags, and convenient trash receptacles throughout the site.

- f. Adequate and regular weekly trash pick-up to avoid odors or overflow will be provided by TSA, including disposal options for hazardous materials. Dumpsters will be kept behind the private fence and not visible from the front of the building.
- g. TSA will designate a specific area for Residents to smoke, if outside Aspen or Stone Creek, that will be located as far as reasonably possible from any adjacent businesses so as to have minimal impact.
- h. TSA and Neighbors will work in cooperation with the City to prevent any encampments, car or RV camping within the 2-3 block area surrounding Stone Creek and The Aspen.
- i. TSA and Neighbors will work in cooperation with the City to prevent trespassing, loitering, or obstructing sidewalks within the 2-3 block area surrounding Stone Creek and The Aspen.
- j. TSA will keep the premises and “immediately adjacent” areas to their property free of trash, weeds, dog waste, drug paraphernalia, and debris. TSA will shovel snow off the sidewalks and other spaces as required by the City.
- k. TSA will be responsible for working with their City partners in maintaining the site including landscaping, providing adequate lighting, and fencing. Lighting will be according to City code and should keep all areas lit from sundown to sunup and be contained on the immediate property and not intruding on neighbor’s property.
- l. TSA agrees that staff, Residents and/or their Residents will not make excessive noise or play amplified sound during “quiet hours”, being 10:00pm to 7:00am. During regular daytime hours, Stone Creek and The Aspen will abide by the city ordinance of a maximum of 55 decibels.
- m. No loitering, sleeping, lounging on property or activity that will block sidewalks. No soliciting will be permitted by Residents immediately adjacent to Stone Creek and The Aspen. If loitering occurs, Residents and site staff will be responsible for addressing the activity immediately and asking the individuals to move on. If this approach fails, 311 or the Denver Police Department may be contacted.
- n.

V. Security

- a. There will be 24/7 onsite security at both locations. All ingress and egress doors will be secured and require “Resident only” pass cards to enter. There will be three security guards onsite.
- b. Crimes or emergencies taking place at Stone Creek and The Aspen will be reported to the appropriate agency.
- c. TSA will work with Denver Police Department to facilitate a Crime Prevention Through Environmental Design (CPTED) evaluation, and then work with DPD and the City to implement the recommendations.
- d. CPTED recommendations will be followed with respect to security cameras and lighting and maintained in a functional manner.
- e. According to the contract, the City of Denver owns and manages the security cameras. In the event of suspected criminal or illegal activity, TSA will cooperate fully with DPD and the City in providing relevant security camera footage, as requested.
- f. If requested by DPD or TSA, adjacent businesses may choose to provide security cameras footage which might be helpful in an investigation of possible criminal or illegal activity outside TSA’s property.
- g. Denver Fire and DDPHE will be performing scheduled and surprise inspections to ensure compliance and identify any areas for remediation.
- h. Security concerns will be discussed at the GNC meetings.

- i. TSA will make a good faith to resolve complaints from the Neighbors and Businesses regarding noise, odors, litter, loitering, excessive late-night activity, profanity, parking issues, rodent issues, smoking and other disturbances in a timely manner, providing an explanation of “timely” to the complaining party within 24 hours.

VI. Expectations of Neighbors

- a. It is hoped that Neighbors will make a reasonable and good faith effort to ensure their neighborhood is a welcoming, supportive and an inclusive community that continues to embrace diversity and cultivates creative problem-solving related to those issues surrounding Stone Creek and The Aspen.
- b. Neighbors will follow the complaint and dispute resolution process outlined below.

VII. Complaint and Dispute Resolution Process

- a. Should any Party to this Agreement believe that another Party is in violation of this Agreement, that Party shall notify the other Party and the GNC point of contact in writing via email, describing the situation they believe constitutes the violation.
- b. Upon receiving such notice, the Party alleged to be in violation will have twenty-four (24) hours to resolve the situation, or longer time as may be reasonably required in the circumstances, but not to exceed ten (10) calendar days, provided that the Party having received notice of an alleged violation has made reasonable, continuous efforts to resolve the violation.
- c. If there is disagreement regarding the violation, the GNC will be convened to discuss the situation and make a determination.
- d. If the situation is not resolved, such situations must be submitted to informal dispute resolution, such as mediation through the City of Denver, as an option for Parties to address any unresolved disputes prior to any Party seeking remedy through the legal system.

VIII. This Agreement.

- a. Along with any exhibits, appendices and specific document references, is the entire agreement between the Parties with respect to Stone Creek and The Aspen located at 4595 Quebec Street and 4040 Quebec Street and may not be amended or modified except by an instrument executed in writing by all Parties.
- b. May be executed in separate counterparts (or upon separate signature pages bound together into one or more counterparts), each of which, when so executed and delivered, shall be an original, but all such counterparts shall together, constitute one and the same instrument.
- c. The rights and obligations pursuant to this Agreement shall run to the successors and assigns of the Parties and shall constitute a covenant running with these sites as long as TSA or any other organization uses the property for this purpose. The Parties acknowledge and agree that this Agreement will be recorded in the official records for the City and County of Denver.
- d. Each person signing on behalf of an entity below represents that she/he/they have the authority to execute and deliver this Agreement on behalf of such entity and to bind such entity to the terms hereof.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the latest date set forth below.

SIGNED:

Will Raihl, Interim Secretary for Business for The Salvation Army

Date

Stephanie Syner, Neighbor

Date

Amber Verzosa, Neighbor

Date

David Kugler, Neighbor

Date

Sarah Meredith, Business Owner

Date

Sarah Christian, Neighbor

Date

Liz Stalnaker, Central Park United Neighbors RNO

Date

Jesus Escarcega, Neighbor

Date

Noah Stout, Neighbor

Date

LaMone Noles, Northeast Park Hill Coalition RNO

Date

Shane Sutherland, Greater Park Hill Community, Inc.

Date

Jeff Ackermann, Neighbor

Date



EXHIBIT A

The Salvation Army Motel Shelter Agreement Guest Policies and Procedures

1. Violence and abuse of any guest or staff is not tolerated and will result in immediate removal from the program. This includes targeted racist, sexist, ageist, or any other culturally insensitive remarks or language.
2. Weapons of any kind are not permitted on site. (Please see prohibited items list which includes and is not limited to: Guns, BB Guns, Knives, Machetes, Baseball Bats and homemade weapons of any kind). Bringing weapons onto the property will subject guests to immediate discharge from the program and removal from the property.
3. The use of substances, including alcohol and cigarettes, is not allowed in the premises. Smoking is permitted in designated areas 25 feet from the building.
4. Guests must be able to complete all activities of daily living on their own without assistance.
5. Personal guests are not allowed in the building at any time. Outside service providers are permitted within common areas after checking in with a staff member.
6. All animals and pets must be on leash in common areas. Pet owners must review and agree to pet agreements.
7. Only two bags of personal items per person will be permitted on-site. The only exception to this rule is for medical necessities.
8. Attendance – You must check in with staff in person daily. Three consecutive absences or seven absences in a month will be considered a self-discharge from the program unless the absence was previously approved by a case manager.
9. If you are entering as a couple, please understand that your room is a shared space and staff will not take sides in the event of an argument or separation. We will do our best to mediate the situation safely. Please note that in the event of a separation of the couple, The Salvation Army will not be able to guarantee placement for both parties on site.
10. Tampering, breaking, or making alterations to your room and on the general premises is prohibited and may result in discharge.



Facilities-Related Policies and Procedures

1. For the safety of all program participants and to ensure compliance with program requirements, rooms are subject to search at any time.
2. Staff will perform room checks by knocking on your door to check in. If there is no response after several knock attempts followed by a verbal notification, staff will enter the space to ensure your safety and/or complete routine maintenance.
3. The Salvation Army will not replace damaged TVs, refrigerators, or other appliances.
4. Common areas are designated as quiet areas. Please be kind and clean up after yourself and pets.
5. Outside service providers are only permitted on site within the common areas between 8am and 8pm. If you need medical exceptions, please speak with your case manager.
6. Quiet hours will be observed from 9pm to 6am.
7. This micro-community is not a personal or permanent mailing address. You may ONLY receive essential mail (I.E. ID's Birth Certificates, Food Stamps), medical equipment/medication and food deliveries can be permissible with the involvement of your case manager. All other mail will be marked as return to sender.

Please Initial to state understanding of the following statements:

_____ I agree to follow all policies and procedures during length of stay.

_____ I agree to engage in case management services provided within 90 days of entry.

_____ I acknowledge that any behaviors that violate, breach, or infringe on the motel shelter agreement are subject to warning, conduct contract, and/or discharge from the program.

_____ I understand and acknowledge that my assigned room may be searched at any time to ensure safety and program compliance, even if I am not present at the time.

These policies are intended to ensure your safety and security.

Please sign to confirm you have reviewed these policies and procedures.

Room Assignment: _____

Guest Signature: _____ Date: _____

TSA Staff Signature: _____ Date: _____



Room Check Policy

The room you will be staying in is your personal space; however, you must understand that you do not have tenancy rights in this room and that your stay in the room will be subject to certain expectations and rules. We want you to feel comfortable and safe at all times during your stay. We ask that you take care of your room by keeping it clean and clutter free. Please sign to confirm that you have reviewed these policies and agree to the following:

- Allow The Salvation Army staff into my room once every week to ensure the safety of the community as outlined in the Motel Shelter Agreement.
- Allow The Salvation Army staff or its designee to conduct a search of my room at any time to ensure safety and program compliance, even if I am not present at the time.
- Allow maintenance access to my room in response to work order requests and maintenance concerns, even if I am not present at the time.
- Keep my room clean and clutter free.
- Report any maintenance concerns immediately to the front desk.
- Not make any permanent changes to the room. This includes using nails or repainting/defacing the walls or surfaces in the room.
- Not take any of the furniture or appliances from the program. This includes towels, bedding, pillows, sheets, etc.
- Not to tamper with or cover the smoke detectors.
- Not to use multi plugs, surge protectors, extension cords, space heaters/cooling units, electric blankets, and heating pads in my room.
- Not to use electric skillets, hot plates, toasters, toaster ovens, or any other added kitchen appliance in the building.
- Not disposing of anything down the drain or toilet aside from water and water waste (Including: food, trash, paper, menstrual health products, etc.).
- Not to burn incense, light candles, or have any fire/open flame products anywhere in the building.

Room Assignment: _____

Guest Signature: _____ Date: _____



Pet Policy

Pets are welcome on site but will be held to the same standard as our guests. Inappropriate behaviors including destruction of property, aggression, and violation of quiet hours are not permitted on site. Please review the following policies and procedures specific to pets and emotional support animals.

1. The Salvation Army does not assume liability for any animals while they are on site.
2. All guests are expected to clean up after their pets in both indoor and outdoor areas of the property.
3. An emergency care person must be appointed if an animal is left unattended. The Salvation Army Staff will not be responsible for pets while guests are not here on site.
4. Animal Control will be contacted if pets are not being cared for or if the pet is left unattended without the ability to contact you.
5. Animals while in common areas including outside must be on a leash at all times
6. You may be required to remove your pet from property for the following reasons:
 - a. Direct threat to the safety of others
 - b. Uncontrolled disruptive behaviors including howling, barking, and growling
 - c. Unsanitary conditions

By signing this agreement, I understand that violating any of these policies may result in actions including involvement from animal protection, required rehoming of pet, warnings or discharge from the program.

Guest Signature: _____ Date: _____

Room Assignment: _____

Pet Information:

Type of Pet(s): _____

Name(s): _____

Color/Description: _____



90-day Engagement Goal Expectations

The micro-communities have a required 90-day engagement goal for all guests during their stay. This means that participation is required to extend your length of stay.

The following participation is required:

- Meet with case management on a regular basis.
- Check in daily with Program Staff.

The following are areas that can be worked on with case management in order to increase the length of your stay:

- Ordering Vital Documents (ID, Social Security Card, Birth Certificate)
- Actively applying for benefits (Food stamps, SSI/SSDI, Medicaid)
- Engagement with housing program providers
- Working or actively looking for work
- Seeking and obtaining services for physical and mental health

These are not the only areas that case management can assist you with, lack of engagement in any of these areas may result in the end of your time within the program.

Your target engagement date is _____ (90-days from intake)

Please sign the following to state your understanding of the target service engagement date within the micro community and the risk of non-engagement in services resulting in possible discharge.

Room Assignment: _____

Guest Signature: _____ Date: _____



Safe Departure Guidelines

Step 1: Asking Folks to Leave

If there's ever a situation where someone needs to leave, we'll talk to them kindly to understand what's going on. Our hope is always to find a solution that works for everyone.

Step 2: Exhausting Referral Options

Before we do anything else, we'll try our best to help find other places that might be a better fit. We want to support each other and make sure everyone has what they need.

Step 3: Notification and Trespass Advisory

If someone can't or won't leave on their own, we'll have to give them a written notice to let them know they can't stay.

Step 4: DPD Notification - A Last Resort

Calling the police is our last option, we'll only do it if someone won't leave and we have a safety concern that we think should be addressed. We take this very seriously, and it's about keeping everyone secure.

Step 5: Cooperation with DPD

If we involve the police, it's important to work together. They might give a warning or take someone to help them. Staff cooperation, including sharing information will be needed.

Remember, we're here for each other. If you ever have questions or concerns, our staff is always ready to talk.

Thank you for being our neighbor.

EXHIBIT B
SERVICES DESCRIPTION
General

TSA will oversee and maintain a community for people experiencing unsheltered homelessness.
This specifically includes the following:

A. Site Operations

1. Keep sites operating 24 hours a day, seven days a week, 365 days a year.
2. Provide facility management to oversee the day-to-day operations and maintenance of communities to ensure compliance with all building codes, health regulations, and safety issues.
3. Maintain the infrastructure and amenities, and utilities, providing regularly scheduled and general repairs and maintenance services such as trash, exterior litter removal, pest control, snow removal both inside the fenced area and from entries, changing light bulbs, minor repairs to clogged toilets and leaky faucets and any other basic repairs; provide necessary emergency maintenance service. Please see Appendix A for the matrix of responsibilities.
4. Collaborate with City representative(s) to notify and address any critical incidents on site
5. Maintain a minimum one staff member on site per 40 clients 24/7 with proper credentials including knowledge and experience in, conflict de-escalation and mediation, and trauma informed care.
6. Communal spaces should be cleaned at least twice per week, or more frequently as needed and cleaning supplies should be available for clients as needed.
7. Manage site safety and security to establish and enforce security protocols to ensure the safety of residents and staff.
8. Training for all staff will include de-escalation training and Cardiopulmonary Resuscitation (CPR).
9. Vaccinated or working toward full vaccination and non-aggressive pets will be allowed at the facility.
10. Site Operator will intake clients via HOST's encampment resolution and outreach team process.

B. Client Case Management and Navigations Services

1. Resident Intake and orientation including Homeless Management Information System (HMIS) intake and subsequent services and exits documented in HMIS.
2. Provide necessary referrals and coordination for any mental and physical healthcare needs.
3. Provide benefit, employment, and resource navigation and enrollment assistance within 30 days of clients enrolling into site.
4. Provide housing navigation.
5. Provide peer navigation.
6. Provide case management and supportive services that are housing-focused, trauma-informed, person-centered, and utilize a harm reduction approach for all clients.
7. Provide resources for Limited English Proficient (LEP) individuals to ensure all Residents have access to services in their language of choice.

SERVICES DESCRIPTION
Specific to Stone Creek and The Aspen

SERVICES DESCRIPTION

1. Programming Services
 - a. Sites will utilize low barrier, Housing First Model designed to encourage shelter entry through progressive engagement and maximize exits into permanent and stable housing.
 - b. Guest Services will be available 24 hours, seven days a week. Three to four guest services staff will be scheduled per shift to provide hospitality support, facilitate on-site food service, enforce program expectations, conduct room checks and ensure safe environment.
 - c. Orientation and intake will be completed for each new guest. Case Management supports include a Guest handbook, completion of HMIS and assessments.
 - i. Non-compulsory case management meetings will be scheduled at least weekly to identify housing barriers and solutions and to provide financial assistance, as needed.
 - d. Housing Navigation will engage, recruit, maintain landlords, supports lease-ups, provides mediation, and coaches tenancy skills.
 - e. Training for all staff will include Non-Violent Crisis Prevention and Intervention (CPI) and Cardiopulmonary Resuscitation (CPR).
 - f. In accordance with congregate settings, all rooms are single occupancy unless participants self-elect to share space.
 - g. The shelter will participate in winter weather advisory emergency shelter in accordance with historical occupancy and activation standards. Project budget may be subject to modification to accommodate winter weather needs.
 - h. Full operating capacity is subject The Salvation Army's ability to maintain the standard level of care in maintaining a safe work and shelter environment.
2. TSA will use a trauma-informed and client-centered approach to engage vulnerable populations. TSA will participate in the coordination of referrals from the community including other shelters and/or outreach teams. This will include prioritization criteria, approved by HOST, to fill vacant NCS units.
 - a. TSA will support and provide resources for Limited English Proficient (LEP) individuals to ensure all guests have access to services in their language of choice.
 - b. TSA will provide linkage to resources and connections in the community for guests needing assistance with Activities of Daily Living (ADL).
3. NCS Operations
 - a. The Salvation Army has full discretion and approval for on-site operations, shelter programming, community partners involved, facility use, and services provided by outside agencies including advocacy groups, organizers, and vendors.
 - b. Shelter Operations investments facilitate environments that are safe, hygienic, accessible, equitable, inclusive, and hospitable to all eligible shelter guests. Funding for shelter operations at Stone Creek and The Aspen include support of the day-to-day hospitable functions of NCSs including the following.
 - c. Linen laundry services that shall provide laundered linens at minimum every seven (7) consecutive days of guests' stay.
 - d. Basic maintenance support.
 - e. Room amenities such as on-site parking, internet, television, and telephone.

- f. Meals
 - g. Security
 - h. Custodial support including sanitization of common areas
 - i. Pest control
 - j. Storage
 - k. Vaccinated and non-aggressive pets will be allowed at the facility
 - l. Guest transfers.
 - m. TSA will provide three meals a day for guests. Meal preparations services include:
 - i. All meals are prepared to meet adult daily nutritional needs and are prepared in accordance with ServeSafe guidelines and all Public Health requirements for food safety.
 - ii. Provide all utensils and serving supplies.
4. NCS sites will have a full-time on-site maintenance technician Monday through Friday, during daily business hours. The maintenance technician will be responsible for providing regularly and emergency scheduled general building repair and maintenance services such as trash removal from premises to exterior dumpsters and exterior litter removal, pest control, snow removal from sidewalks and entries, changing light bulbs, minor repairs to plugged toilets and leaky faucets.
- a. TSA will provide and oversee biohazard, janitorial and laundry services to ensure quality and timeliness to promote a safe and comfortable environment for all guests and staff.
 - b. Security services will include installation of a video surveillance system to maximize staff visibility of the facility.
5. Fiscal Responsibilities
- a. TSA will work within the set budget and expend funds according to the contract. This includes payroll, check disbursement, administration of funds, invoicing/billing, budget reconciliation and financial reports.
 - b. TSA will prepare and provide monthly financial reports to HOST and/or its designees and will provide verification of expenditures with payroll back-up.
 - c. Funds contracted for the program are to be used for staffing positions, program costs, client services and indirect costs.

EXHIBIT C
Requested Community Investments

1. Sidewalk installation at 4040 Quebec
2. Additional lighting outside these site

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EXHIBIT D
Expectations for a 311 Call



MIKE JOHNSTON
MAYOR

CITY AND COUNTY OF DENVER
OFFICE OF THE MAYOR

City and County Building
Denver, CO 80202-5390
p: 720.865.9090
denvergov.org/mayor

February 23, 2024

Steve Charbonneau
Find Solutions
6981 Iris Court
Arvada, CO 80004

Dear Steve:

My administration is fully committed to ensuring the safety and success of our House1000 sites for both program participants and the surrounding community. This commitment to responding to and addressing the challenges of neighborhoods has been abundantly clear in the 60 neighborhood meetings that I attended about the House1000 plan during the first 6 months of my administration. In order to ensure the safety and success of neighborhoods adjacent to House1000 sites, we have taken proactive steps to establish systems that will alert our city agencies to any incidents that may occur in the surrounding communities. Additionally, we are taking proactive steps to increase police patrol and response in these neighborhoods. Please find an outline of these efforts below.

We have established electronic geofencing through 311. This geofencing provides real-time alerts of any 311 complaints within 1000 feet of a House1000 site directly to the Director of Encampment Response. Complaints within these geofenced locations are prioritized for immediate response. My staff meets daily with the Denver Police Department and other city agencies to track and ensure complaints within these geofenced areas have received response on a daily basis.

We are committed to responding to incidents immediately. Given the immediate alerts to the Director of Encampment Response, and the daily coordination calls mentioned above, any encampment related activities within 1000 feet of any House1000 site will receive response within 24 hours.

We are committed to evaluating data and assessing response times as observed by adjacent communities. As the Good Neighbor Committees meet on a regular basis, we expect these committees to compile their own record of 311 complaints and track their understanding of response times. My team is eager to receive the Good Neighbor Committees' feedback in order to understand the success of this process and the ways in which the process can continue to be improved.

Denver Police will increase patrols in adjacent neighborhoods. The Denver Police Department is fully behind this effort and poised to ensure the health and safety of neighborhoods welcoming people previously experiencing homelessness. Every Denver resident deserves to live in a safe and healthy neighborhood and DPD will stand ready to address any challenges that may arise as the Department works to advance our broader city-wide goals around crime-reduction.

Addressing homelessness comprehensively and maintaining neighborhood safety is a difficult but solvable problem. Collectively, we can solve that problem. The solutions outlined above will enable our city agencies to respond to any issues that might arise in a timely and effective manner. These steps affirm the reality that my administration is completely committed to the success of these sites for both the program participants and their neighbors. We are committed to ensuring that the House1000 sites are safe, fully staffed, and secure for the program participants and staff, and that surrounding neighborhoods remain beautiful and welcoming places to live, work, and play.

We look forward to ongoing conversations with the community and ensuring appropriate response times that promote safety and success for people in every corner of our great city.

Sincerely,

A handwritten signature in black ink that reads "Mike Johnston". The signature is written in a cursive, flowing style.

Mike Johnston
Mayor

DRAFT

EXHIBIT E
TSA'S SCOPE OF WORK

II. SERVICES DESCRIPTION

- A. TSA and other designated services providers will provide operations and programmatic Non-Congregate and Congregate shelter activities at Double Tree from TBD, 2023 through December 31, 2025.
- B. Approximately 1,000 unique households will be served annually for areas serving as a Non-Congregate Shelter. In accordance with non-congregate shelter settings, all rooms may serve as single occupancy unless participants self-elect to share space.
- C. Designated Congregate areas (e.g., Aspen and Keystone ballrooms) may be utilized as emergency/overflow congregate shelter for up to 300 individuals.
 - 1. Congregate shelter capacity may be revised based to meet Denver Fire and Community Planning and Development, and/or public health requirements.
 - 2. Congregate areas may be operated in partnership with TSA and/or with other service providers.

D. Programming Services

- 1. All shelter areas will utilize a low barrier, Housing First model designed to encourage shelter entry through progressive engagement and maximize exits into permanent and stable housing.
 - a. Guest Services will be available 24 hours, seven days a week. Three to four guest services staff will be scheduled per shift to provide hospitality support, facilitate on-site food service, enforce program expectations, conduct room checks and ensure a safe environment.
 - b. Referrals to Double Tree will be provided in coordination with outreach to those experiencing unsheltered homelessness as part of Encampment Resolution program, including:
 - i. Guests that may already have an identified housing exit for supportive housing, vouchers, or other housing assistance,
 - ii. Additional referral sources for the NCS program will be considered together with, and require the approval of, the City of Denver
 - c. Orientation and intake, including HMIS assessments, will be completed for each new guest including provision of a Guest handbook/expectations document.
 - d. Non-compulsory case management meetings will be offered for quests including at a minimum:
 - i. Direct, on-site provision of and/or partnerships and referral pathways to wrap around supportive services, inclusive of:
 - a. Mental health support,
 - b. Substance misuse treatment,
 - c. Workforce training,
 - d. Income acquisition
 - ii. Engagement with guests at least once a week to identify housing barriers and solutions and to provide financial assistance as needed.
 - iii. Housing Navigation will engage, recruit, maintain landlords, supports lease-ups, provides mediation, and coaches tenancy skills.

- iv. Partner with organizations providing housing options leveraged through regional navigation campus, including supportive housing pipeline, vouchers through the Denver Housing Authority, the State Division of Housing, and other rehousing assistance as determined
- e. Staff will be trained in de-escalation and safety procedures, as well as provide safe, equitable, and trauma informed services, including:
 - i. Training for all staff will include Non-Violent Crisis Prevention and Intervention (CPI) and Cardiopulmonary Resuscitation (CPR).
 - ii. Use a trauma-informed and client-centered approach to engage vulnerable populations.
 - iii. Support and provide resources for Limited English Proficient (LEP) individuals to ensure all guests have access to services in their language of choice
 - iv. Provide resources and connections in the community for guests needing assistance with Activities of Daily Living (ADL).
- f. Full operating capacity is subject to TSA's ability to maintain the standard level of care in maintaining a safe work and shelter environment.

E. NCS Operations

1. The Salvation Army, in consultation with and approval by HOST, has full discretion and approval for on-site operations, shelter programming, community partners involved, facility use, and services provided by outside agencies including advocacy groups, organizers, and vendors.
2. Shelter Operations investments facilitate environments that are safe, hygienic, accessible, equitable, inclusive, and hospitable to all eligible shelter guests. Funding for shelter operations at Double Tree include support of the day-to-day hospitable functions of NCS and Congregate shelter areas, including the following.
 - a. Linen laundry services that shall provide laundered linens at minimum every seven (7) consecutive days of guests' stay (or as needed)
 - b. Basic maintenance support
 - c. Room amenities such as on-site parking (and parking management), internet, television, and telephone
 - d. Meals
 - e. Security
 - f. Custodial support including sanitization of common areas
 - g. Pest control
 - h. Storage
 - i. Vaccinated and non-aggressive pets will be allowed at the facility
 - j. Transportation/transfers of guests
3. TSA and HOST will adhere to the Responsibility Matrix of Facility Related Services in Appendix A (see attached excel document).
4. TSA will provide meals for guests that align with public health guidelines and nutritional quality. Meal preparations services include:

- a. All meals are prepared to meet adult daily nutritional needs and are prepared in accordance with ServeSafe guidelines and all Public Health requirements for food safety.
 - b. Provide all utensils and serving supplies.
5. NCS sites will have a full-time on-site maintenance technician Monday through Friday, during daily business hours. The maintenance technician will be responsible for providing regularly and emergency scheduled general building repair and maintenance services such as trash removal from premises to exterior dumpsters and exterior litter removal, pest control, snow removal from sidewalks and entries, changing light bulbs, minor repairs to plugged toilets and leaky faucets.
6. TSA will provide and oversee biohazard, janitorial and laundry services to ensure quality and timeliness to promote a safe and comfortable environment for all guests and staff.
7. NCS Sites will have security measures available onsite and include installation and maintenance of a video surveillance system to maximize staff visibility of the facility. Additional security measures may be added if deemed necessary in consultation with and approval by HOST.

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VI. OBJECTIVES AND OUTCOMES

Outputs: The direct results of program activities that may include types, levels, and targets of services to be delivered by the program. They are indicators of how effective you were in implementing your program	Benchmark	Outcomes: The intended accomplishments of the program	Benchmark
Number of households to be served annually	1,000 (NCS) X (Congregate)	Number and percentage of all households who exit to a stable or permanent housing solution	40%
Number of households served within the reporting period and contract period to date.	2,000 X (Congregate)	Number and percentage of households engaged in rehousing services who exit to a stable or permanent housing solution	50%
Number of households served who stay overnight each night	450 (NCS) X (Congregate)	Number and percentage of households served who are engaged in case management	50%
Number and percentage of households served who are engaged in individualized housing focus case management	75%		
Number and percentage of households who receive financial assistance	75%		
<p>Assumptions:</p> <p>Unless otherwise indicated, data will be pulled from Homeless Management Information System (HMIS).</p> <p>Data Quality: Each reporting period an HMIS Data Quality Report must be uploaded to Salesforce with quarterly report. Data quality must be in alignment with expectations outlined by MDHI.</p>			

EXHIBIT F
Specific Responsibilities between the City of Denver and The Salvation Army

Responsibility Matrix of Facility Related Services
City and County of Denver (City), The Salvation Army (TSA)

Services	<i>Responsible Party</i>
Xcel Electric/Gas/Steam	City
Denver Water	City
Wastewater/Storm Sewer	City
Janitorial (incl. Janitorial Supplies/Placing Trash in Dumpsters)	TSA
Exterior litter pickup (including all pet feces)	TSA
Common Areas Maintenance- Ballroom	TSA General Maintenance
Common Areas Maintenance – Kitchen and Dining Area	TSA General Maintenance
Common Areas Maintenance – Smoking and Dog Run Areas	TSA – General maintenance
Common Areas Maintenance – Parking	TSA
Fire System (sprinklers, inspections)	City *
Fire Alarm Monitoring & Fire Phone Line	City
Security System hardware other than cameras /software	TSA
Security System Monitoring	TSA
Security System Phone Line	Not Applicable
Security Cameras	TSA
Security Patrol	Not Applicable
Stationary Security Guard	Not Applicable
Telecom- Land Lines	City
Telecom- Cable TV	TSA
Telecom – Wi-Fi	TSA (self-owned network)
Mechanical (HVAC) Maintenance	City *
Electrical Maintenance incl. generator if any	City *
Plumbing/Sewer (Fixtures, Drains)	City *
Elevators	City*
Minor maintenance (i.e., plugged toilets, leaky faucets, change light bulbs/ballasts not needing ladder or lift, repairs without specialized tools or personnel)	TSA – minor R&M without specialized tools i.e., plunging toilets, leaky faucets, change floor level light bulbs
PTAC Units	City*
Interior Lighting (bulbs/ballasts) requiring specialized equipment, ladders or lifts	City *
Interior Lighting – all other bulb replacements	TSA
Pest Control and Bed Bug Treatments	TSA
Appliance Service and Repairs	TSA will not replace or replace appliances such as: fridges, microwaves, coffee makers, TVs, or hotplates.

	HOST may replace these items based on availability of funding. TSA will maintain their own appliances owned, if any. City will maintain common area appliances .
Trash Hauling from Dumpsters (regular ongoing, not excess)	City
Snow Removal-parking lot	TSA
Snow Removal-sidewalks & entries	TSA
Landscaping & Irrigation	City *
Parking Lot R&M	City
Sidewalk concrete R&M	City
Exterior lighting	City *
Windows and doors	City *
Structural and roof	City *
Gutters and downspouts	City *
Damages caused by TSA's invitees	TSA
Other services not delineated in lease	TSA

*Unless damage is caused by TSA or its invitees (including any pets, if any), in which case TSA pays for repair.

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