

## GOOD NEIGHBOR AGREEMENT REGARDING A TEMPORARY MANAGED COMMUNITY

**The TAMARAC  
Located at  
7525 East Hampden Avenue**

This Good Neighbor Agreement (the “Agreement” or “GNA”) is entered into by and between the neighbors and businesses in proximity to The Tamarac, collectively referred to as (“Neighbors”), and The Salvation Army (TSA), operating this site located at 7525 East Hampden Avenue, called The Tamarac, a family shelter. Together, the Neighbors and The Salvation Army are referred to as the “Parties”<sup>1</sup>.

### **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 an 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.

“The Program”, is explained as TSA’s provided temporary housing, 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. All locations fully staffed 24/7/365.

Each temporary housing location partners 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

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<sup>1</sup> This agreement is between The Salvation Army and a volunteer group of stakeholder neighbors, chosen by the City of Denver. The neighbors involved are not parties to any of the contracts related to The Tamarac or The Salvation Army and are involved strictly in a volunteer capacity. Feedback was sought from neighbors throughout the collaborative process of GNA construction. Feedback will continue to be solicited throughout the Good Neighbor Committee process.

Therefore, the neighborhood volunteers are not liable for actions resulting from the behavior of participants/guests of The Tamarac, impacts to the neighborhood as the result of items contained within the Good Neighbor Agreement, or the dissatisfaction of neighbors regarding how well the GNA represents their interests.

of pets, responsible owners are provided with resources to keep their pets with them while in temporary housing.

At The Tamarac, TSA utilizes the above outlined model for families who meet HUD's definition of literal homelessness. Families consist of a guardian and a child 18 and under. Family sizes vary. In some cases, families who have adult dependents with disabilities may stay at the program. The program also connects children to schools of origin or new schools to ensure continuity in education. Families may enter the program by screening and coordinated direct referral through TSA's Connection Center (303-295-3366 or [TheConnectionCenter@usw.salvationarmy.org](mailto:TheConnectionCenter@usw.salvationarmy.org)) or through a City of Denver Encampment Resolution Team referral. The Tamarac hosts two programs primarily differentiated by varied lengths of stay. Short term stays are up to 30 days and focus heavily on rapid resolution of unhoused status. Longer stays are up to 6 months and focus on housing readiness and navigation to permanent housing solutions.

Upon entry, guests are oriented to the program and provided a guest handbook that outlines expectations for the temporary stay at The Tamarac (See Exhibit A, which is also available in Spanish). Families who do not adhere to guest expectations may be asked to leave the facility. The goal of the program is to end each family's housing displacement so they can thrive as neighbors in their communities.

## Goals

The goals of this Good Neighbor Agreement (GNA) are to provide a means for The Tamarac and adjacent neighbors<sup>2</sup> to work effectively together so The Salvation Army, the individuals they serve, and the 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 their 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 families housed at The Tamarac and to neighbors, guests, property owners, visitors, and businesses, living in, working in, and visiting the area.
- Supporting The Salvation Army's effective and safe operations at 7525 East Hampden Avenue.

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<sup>2</sup> Neighbors in this document generally refers to neighbors and businesses within a 2-3 block area surrounding The Tamarac.

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”, please call 311.
- iii. Mental health issues. To report someone in mental health distress, please call 720-913-STAR (7827), or please 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 – [need phone number](#)

Email – [TheTamaracGNA@usw.salvationarmy.org](mailto:TheTamaracGNA@usw.salvationarmy.org)

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 under the control of TSA, 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 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 the representatives listed below. 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. Two neighborhood representatives,
  - 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 CRO or their designee.
- c. A City appointed facilitator may facilitate the organization and first few meetings of the GNC.
- d. 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. 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 serve as a point of communication between the Parties for both collecting and disseminating information. This will include making best efforts to ensure the community has accurate information of events.
- vi. Will review and discuss any significant changes to the operation of The Tamarac by TSA.
- vii. Will be provided with and discuss information regarding The Tamarac. This information will include, but not be limited to:
  - 1. Number of guests;
  - 2. Successes such as data, metrics and stories;
  - 3. Complaints to TSA and resolutions;
  - 4. Calls for emergency response;
  - 5. Crime data from DPD;
  - 6. Challenges and opportunities;
  - 7. Significant changes in the direction of “the program” or services offered; and
  - 8. Other information as may be appropriate.
- e. The GNC may approve changes and updates to this Good Neighbor Agreement which will be clearly outlined, documented, and shared with the community.
- f. 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.
- g. 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 guests 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. TSA guests will have access to case management and referrals to health care services upon moving into The Tamarac.
- c. Only enrolled program participants/guests (generally referred to as guests), staff, volunteers, monitored visitors and public health and safety emergency personnel, or other authorized visitors are permitted within The Tamarac.
- d. The Tamarac guests will be required to sign and uphold a basic site-specific “Community 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 Expectations”, they can be exited from the program and the site. Reasons a guest 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. Weapons, alcohol, or illegal substances on site, or the use of illegal substances inside the site.
  - iv. Changes in composition or occupancy other than as permitted in the “Community Expectations” without expressed consent of the operator.

- v. Criminal activities.
- f. TSA follows a specific restorative justice model for addressing inappropriate behavior or behavior that violates the “Community 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 guest is exited from the site.
  - i. If possible, TSA will engage in a reconciliation process that provides an avenue for the family to return to The Tamarac.
  - ii. If a guest 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.
  - iii. When appropriate and possible, exited guests will be transferred to a service location that may better meet their needs.
  - iv. If, in the very rare case where a guest may be a threat to the neighborhood or self, TSA will ask for assistance from the Denver Police Department, the GNC will be notified, and the exiting process may be accelerated.

#### **IV. Staffing and Site Operations**

- a. The Tamarac will provide temporary housing for approximately 200 households.
- b. TSA will meet the “Service Description” expectations as outlined in their contract with the city (see Exhibit B & E)
- c. TSA will have multiple staff and trained personnel on-site to fully accomplish their goals and services for their guests as outlined by TSA and the City. Staffing numbers will fluctuate based upon current occupancy and conditions, but in any event, there will always be a minimum of two staff on-site at all times.
- d. TSA staff and personnel will monitor both the internal activity at The Tamarac, and any activity immediately adjacent that may adversely affect the broader community and the guests. (‘immediately adjacent’ in this instance refers the parking lots belonging to the Tamarac and the sidewalks and tree lawns adjacent to the property)
- e. TSA will support the guests with necessary amenities to maintain health and sanitation of The Tamarac; including laundry services (supplied by the City) toilets and showers (supplied by the City), 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.
- g. TSA will designate a specific area for guests to smoke, if outside the facility, 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 or cars and RV’s being used for housing, within the 2-3 block area surrounding The Tamarac.
- i. 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.
- j. 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.
- k. TSA agrees that staff, guests and/or their guests will not make excessive noise or play amplified sound during “quiet hours”, being 11:00pm to 7:00am. During regular

daytime hours, staff and guests will abide by the city ordinance of a maximum of 55 decibels.

- l. No loitering or soliciting will be permitted by guests immediately adjacent to The Tamarac. If loitering occurs, guests 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.
- m. Additional delineation between TSA's site responsibilities and the City's site responsibilities are listed in Exhibit E.

## V. Security

- a. Onsite security will be provided by the City of Denver on a 24/7/365 basis.
- b. Crimes or emergencies taking place at The Tamarac 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 by the City with respect to security cameras and lighting and maintained in a functional manner.
- e. According to the contract, The Salvation Army 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, when a warrant is presented.
- f. If requested by DPD or TSA, adjacent businesses may choose to provide security footage which might be helpful in an investigation of possible criminal or illegal activity outside TSA's property.
- g. Denver Fire and Denver Department of Public Health and Environment will be performing scheduled and surprise inspections to ensure compliance and identify any areas for remediation.
- h. Security concerns will be discussed and addressed at the GNC meetings.
- i. TSA will make a good faith effort<sup>3</sup> 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.

## VI. Expectations of Neighbors

- a. Neighbors will make reasonable and good faith efforts to ensure their neighborhood is a welcoming, supportive, and inclusive community that continues to embrace diversity.
- b. The Neighbors and TSA will look to identify and coordinate opportunities to host and/or be involved in activities that encourage getting to know each other and to create a welcoming environment.
- c. Neighbors, when possible, will be courteous in greetings and everyday encounters.
- d. Neighbors will follow the complaint and dispute resolution process outlined below.

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<sup>3</sup> "Good faith effort" in this case is defined as "what a reasonable person would determine is a diligent and honest effort under the same set of facts or circumstances."

**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 seventy-two (72) 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 The Tamarac located at 7525 East Hampden Avenue 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 The Tamarac as long as TSA or any other organization manages 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:

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Bilbo Baggins

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Date

## EXHIBIT A



### **Welcome to Transformational Housing**

Welcome to our transformative micro-community! This micro-unit community is a low barrier to entry program with the goal for permanent housing. Our staff is ready to assist when needed and our daily routines, including staff intervention policy and absence 90- day policy are all designed with your well-being in mind. Including this welcome form, we will go through all other program documents with you. We're thrilled you're here, and we're excited about the positive transformations that lie ahead.

#### **Staff Intervention Policy:**

In our effort to create a safe space, the conduct below will immediately involve staff intervention. Please reach out to a staff member if you do not understand any of this guidance.

- Weapons of any kind are prohibited on property.
- Violence or threats of violence towards other people are not tolerated. This includes using targeted racist, sexist, ageist, or any other culturally insensitive remarks or language to verbally attack staff and/or residents.
- External guests (people who are not enrolled in the program) are not allowed anywhere on site. No one under 18 is permitted on site.
- Substance use of any kind (this includes legal substances such as cannabis and alcohol) and or the distribution of substances on site is not allowed.
- There should not be any biohazard material in your room at any time (ex. Human waste).
- Permanently damaging or altering the room in any way is not permitted.

#### **Absence and 90-day Policy:**

These micro-units serve the whole Denver Metro community. In our effort to provide micro-units to the whole community we follow these flexible attendance guidelines, if not followed, may result in a transition out of the program. We understand that you may need to be absent and are happy to work with you. Please organize with a case manager or other staff if you are going to be absent for an extended period.

- 3 consecutive absences
- 7 absences in a month
- 90-day engagement goal

We will actively engage with you to identify common goals. If our goals don't align, we will work together to identify supports that better fit your needs. Our case management team and micro-community staff will be transparent by giving you regular verbal and written status updates.





## **The Salvation Army Micro-Unit Agreement**

This agreement provides guidance and clarity about participating in the micro-community program. The Salvation Army staff are available to answer any questions or concerns about these expectations.

You will receive a private room assignment for your stay here. The rest of the property is shared space with other individuals staying at the site. Please help us to keep these spaces safe, calm, and clean. Below are the details you'll need as guidance for staying at this site program. If you would like support with any of the following, please let us know. We're here to help.

### **Personal 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 using targeted racist, sexist, ageist, or any other culturally insensitive remarks or language.
2. Weapons of any kind are not permitted on site. (ex. Guns, knives, BB guns, machetes, bats, or any homemade weapon).
3. The use of substances, including alcohol and cigarettes, is **not allowed inside** the hotel or on the property. Smoking is permitted in designated areas 25 feet from the building.
4. Guests must be able to complete 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 the pet agreement.
7. Only two bags of personal items per person will be permitted on site. The only exception to this rule is for medical necessity.
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 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.
10. We are unable to allow people that are required to register for a sexual offense at this location due to restrictions of the neighborhood. We will run a background check but will **only** be looking for this status. We will not consider any other charges.

## Facilities-Related Policies and Procedures

1. Staff will perform room checks by knocking on your door to check in. If there is no response after several knock attempts followed by verbal notification, staff will enter the space to ensure your safety and/or preserve a routine maintenance schedule.
2. The Salvation Army will not replace damaged TVs, refrigerators, or other appliances.
3. Common areas are designated as quiet areas. Please be kind and clean up after yourself.
4. Outside service providers are only permitted on site within the common areas between 8am to 8pm. If you need medical exceptions, please speak to your case manager.
5. Quiet hours will be observed from 9pm to 6am.
6. New Directions NCS is not a permanent address and cannot be used as a residential address for identification/benefits paperwork. You may ONLY receive essential mail (ID's, Birth certificates, Food Stamp Card, etc.), medical equipment/medication, and food deliveries after organizing with a case manager. All other mail will be marked as return to sender.
7. Transitional rooms with kitchenettes are only available for those with identified housing opportunities based on availability.

**Please note:**

These policies are intended to ensure your safety and security. Please sign to confirm you have reviewed these policies and procedures and:

- Agree to follow them while you are here.
- Acknowledge that any behaviors that violate, breach, or infringe on the shelter agreements are subject to warning, a conduct contract, and/or discharge from the program.
- Understand that my target service engagement date is: \_\_\_\_\_ (90-days from intake) and that the micro-community will follow expectations as outlined in the Welcome Form.

Room Assignment: \_\_\_\_\_

Guest Signature: \_\_\_\_\_ Date: \_\_\_\_\_

TSA Staff Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## **Room Check Policy**

The room you will be staying in is your personal space. We want you to feel comfortable during your stay at New Directions. We ask that you take care of the room by keeping it clean and clutter free. Please sign to confirm that you have reviewed these policies and agree to:

- Allow the facilities staff into my room once every week to change the linens and address housekeeping needs.
- 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 the room clean and clutter free.
- Report any maintenance concerns immediately to the front office and fill out a work order.
- Not make any permanent changes to the room. This includes using nails or repainting/defacing any walls/surfaces/or furniture in the room.
- Not take any of the furniture or appliances from the room. This includes towels, bedding, pillows, sheets, etc.
- Not tamper with or cover the smoke detectors.
- Not use multi plugs, surge protectors, extension cords, space heaters/cooling units, electric blankets, or heating pads in my room.
- Not 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 wastewater (including food, trash, paper, feminine hygiene products, etc.)
- Not burn incense, light candles, or have any fire lit/open flame products anywhere in the building.

Guest Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Room Assignment: \_\_\_\_\_



## Pet Policy

Pets are welcome on site but will be held to the same standard as our guests. Inappropriate behaviors including destruction, aggression, and disruption is not permitted on site. Please review the following policies and procedures:

1. The Salvation Army does not assume liability for any animal while it is on site.
2. All guests are expected to clean up after their pet in both indoor and outdoor areas of the property.
3. Your pet must always be on a leash while on property.
4. 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 on site.
5. Animal control will be contacted if a pet is not being cared for or if the pet is left unattended without the ability to contact you.
6. You may be required to remove your pet from the property for the following reasons:
  - a. Direct threat to the safety of others
  - b. Uncontrolled disruptive behaviors including consistent howling or barking
  - c. Unsanitary conditions

By signing this agreement, I understand that violating any of these policies may result in disciplinary action including a warning or discharge from the program.

Guest Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Room Assignment: \_\_\_\_\_

### **Pet Information:**

Type of Pet(s): \_\_\_\_\_

Name(s): \_\_\_\_\_

Color/Description: \_\_\_\_\_



## **Safe Neighbor Statement**

The Salvation Army is here to serve those in need. We believe in making sure everyone is included and feels safe. This means taking care of the folks we help, the staff, and the whole community.

We team up with the city, other groups, and government folks at different levels to make sure we're all working together to keep our site safe. Sometimes things come up that need quick attention and we'll reach out to who we need to for help, it's like when neighbors help each other out.

If things ever get too tough, we'll talk about it together and find a good solution. We believe people make safe choices in safe environments and together we can build that here.

So, will you be our neighbor?

DK



## **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**

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 guests 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. Guest 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 guests have access to services in their language of choice.

**SERVICE DESCRIPTION AND SCOPE OF WORK**  
**Specific to The Tamarac**

**II. SERVICES DESCRIPTION**

**A. Access Point and Intake Team (removed from this document as it is not a component of The Tamarac's operations).**

**B. Family Emergency NCS Program**

1. Family Emergency NCS case management responsibilities include but are not limited to the following services:
  - a. crisis management and conflict resolution;
  - b. support obtaining, maintaining and/or increasing income, including benefits acquisition and/or employment supports;
  - c. case planning;
  - d. conducting needs assessments, including Coordinated Entry assessment;
  - e. assisting with obtaining vital documents;
  - f. case conferencing;
  - g. housing navigation; and
  - h. providing assistance with transportation.
2. The Family Emergency NCS case managers will provide short-term emergency shelter for families up to 14 nights and is intended to focus on Rapid Resolution and crisis stabilization. The anticipated staffing ratio is one case manager to 10 families.
3. The Family Emergency NCS case managers will provide a long-term shelter option, providing up to 90 to 180 nights, offering intensive housing focused case management. The anticipated staffing ratio is one case manager to 20 families.
4. Families will be referred to the shelter program through Coordinated Family Shelter Access Point. Some rooms will be referred to directly through HOST staff for the purposes of outreach and encampment resolution. Referral pathways to family shelter must be approved by HOST and may be directed by the City as necessary for homelessness initiatives.
5. The shelter program will include a team of housing focused case managers and a team of housing navigators.
6. Establish written policies and procedures for case management and daily shelter activities. These written policies and procedures will be provided to HOST upon request.
7. A minimum of one case manager will attend HOST's biweekly case conferencing with the intention of providing direct referrals to Rapid Rehousing programs.  
[The program manager will ensure an equitable restorative justice model of appeal/resolution for program/hotel violations](#)

**C. Housing Navigation**

1. The Housing Navigation team will work in conjunction with the Family Emergency NCS shelter case managers to assist with housing search and lease up processes with all households. The tasks of the housing navigation team include the following:
  - a. Connections to the Coordinated Entry System (OneHome);
  - b. Assisting households with locating units;
  - c. Completing and submitting housing applications;



- d. Obtaining vital documents and attending any necessary orientations or pre-move-in meetings;
  - e. Recruiting and building relationships with landlords and housing communities
  - f. Inspecting housing units for habitability; and
  - g. Locating financial and in-kind assistance for households at time of lease up such as move-in kits and deposit assistance.
  - h. Assisting households with moving belongings to housing as needed
  - i. Establish written policies and procedures for housing navigation and daily shelter activities. These written policies and procedures will be provided to HOST upon request.
- D.** TSA teams will provide flexible housing-focused support that meets households where they are at, recognizing that every household situation is unique. Teams will work to connect households to housing resources internal and external to OneHome.
- E.** Education and school navigation will be provided by school navigation staff to assist families with enrolling children in schools and assisting with advocating for appropriate educational support, as needed.
- F.** TSA teams will participate in a monthly Rapid Resolution workgroup and will also attend Family Solutions Group on a monthly basis.
- G. Meal Preparation Services**
- 1. TSA will prepare and provide up to 3 meals each day for guests participating in the Family Emergency NCS program.
    - a. TSA will ensure all meals are prepared in accordance with ServeSafe guidelines and all Public Health requirements for food safety
    - b. Provide all utensils and serving supplies
- H. NCS Operations**
- 1. TSA is responsible for day-to-day operations in conjunction with City staff Operations and programming will be provided.
  - 2. Up to 205 households will be served at a time, for a total of 800 families served over the contract term.
  - 3. Operations staff will be on-site and available at 24 hours, seven (7) days a week.
  - 4. TSA 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.
  - 5. Shelter Operations investments facilitate environments that are safe, hygienic, accessible, equitable, inclusive, and hospitable to all eligible shelter guests. Funding for shelter operations include support of the day-to-day hospitable functions of NCSs include the following:
    - a. Linen laundry services that shall provide laundered linens at a minimum of every seven (7) consecutive days of guests' stay. Guests will be provided with access to laundry services in order to wash their personal items. These services will be free and laundry soap will be provided;
    - b. Basic maintenance support;
    - c. Room amenities such as on-site parking and parking management, internet, television, and telephone;

- d. Custodial support including sanitization of common areas, including outdoor space and routine room cleaning and inspection; and
  - e. Limited, on-site storage.
6. TSA and HOST will adhere to the Responsibility Matrix of Facility Related Services in Appendix A.
  7. The Tamarac will have a full-time on-site maintenance technician Monday through Friday, during daily business hours. The maintenance technician will be responsible for providing regular 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.
  8. 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.
  9. 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><b>Assumptions:</b></p> <p>Unless otherwise indicated, data will be pulled from Homeless Management Information System (HMIS).</p> <p>Data Quality: Each reporting period am 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 C  
Requested Community Investments

1. M

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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

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**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)

<i>Services</i>	<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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