

**City of Lakewood Request for Proposal #: 6448**  
**Volunteers of America Colorado**

Proposal Form

Certification of Ability to Meet Scope

Certificate of Non-collusion

Addendum 2

Addendum 3

Budget Breakdown

Staff Payroll Worksheet

Housing Case Manager – Lakewood Navigation Center

Organizational Chart

Narrative Response

**PROPOSAL FORM**

REQUEST FOR PROPOSAL #: 6448  
PROPOSAL DUE DATE & TIME: September 10, 2025 - 10:00 AM MT  
SUBMIT PROPOSALS ELECTRONICALLY: Rocky Mountain E-Purchasing System  
portal at:  
<https://www.bidnetdirect.com/colorado>  
CITY CONTACT: Kevin Goggin, Contract Administrator  
303.987.7673  
kevgog@lakewood.org

RESPONDENT NAME: Volunteers of America Colorado

ADDRESS: 2660 Larimer St, Denver, CO 80205

CONTACT PERSON: Angel Hurtado

PHONE NUMBER: 720-257-2293

EMAIL: ahurtado@voacolorado.org

FEDERAL TAX ID NUMBER: 84-0430995

Please indicate if your company is certified as a Minority/Women-owned Business Enterprise (MWBE): Yes \_\_\_\_\_ No x \_\_\_\_\_

If yes, please provide a copy of your certification. This is informational only and will not be used for evaluation or award purposes.

**STATEMENT OF RESPONDENT’S QUALIFICATIONS**

**RFP#6448**

1. Respondent Name Volunteers of America Colorado

2. How many years has the Respondent been engaged in this type of business?  
129 years

3. List several companies and a person to contact with whom Respondent has contracts similar in nature to the services requested in this RFP:

a) Lynn Urban, President & CEO TeamUP  
Office: 970-247-9444 ext. 12  
Cell: 970-903-3815  
lynnu@TeamUpSW.org  
www.TeamUpSW.org

b) Midori Higa, MPH | Director of Homelessness Resolution Programs  
City and County of Denver | Department of Housing Stability (HOST)  
c: 303-495-9655 | midori.higa@denvergov.org

c) Sofia Vigil - sofia.vigil@mdhi.org  
SOFIA VIGIL, MBA | SHE/HER  
REGIONAL COORDINATION MANAGER

d) Cassie Ratliff  
Chief Impact Officer  
FAMILY TREE, INC  
(P) 303.422.2133 x729  
www.thefamilytree.org

4. List contracts with the City of Lakewood, if applicable, within the last five (5) years. \_\_\_\_\_

Seniors' Nutrition Program Congregate Dining     January 11 2021 - December 1 2021

EXTENSION. In accordance with Section IV of the Agreement, the Term of the Agreement is hereby extended to December 31, 2025.

5. Are any lawsuits pending against Respondent at this time? (attach extra pages if needed)

Yes \_\_\_ No x If yes, detail: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Have any charges been filed against Respondent with the Office of Contract Compliance, the Equal Opportunity Commission, the State of Colorado Civil Rights Commission, or any other similarly constituted entity, by any state or local government for the enforcement of anti-discrimination legislation or regulations?

Yes \_\_\_ No x If yes, detail: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 7. Respondent's contract exclusions, if any. **Please see Part II, Section XI, Item B, Contract Inclusions & Exclusions and Sample Agreement provided in this RFP:**

none

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- 8. Is Respondent willing to consider acceptance of deed of ownership to the facility upon initiating a service contract? Yes \_\_\_\_ No

- 9. Alternatively, is Respondent willing to enter into a tenancy agreement, through which Respondent will pay no rental fee but will assume regular and emergency maintenance of the facility and grounds?

Yes  No \_\_\_\_\_

- 10. The undersigned hereby authorizes and requests any person or entity to furnish any information requested by the City of Lakewood in verification of the recitals contained in this Statement of Respondent's Qualifications and hereby warrants and certifies that the answers to the foregoing questions and all statements herein contained are true and correct.

*Angel Hurtado*

- C. All questions about this RFP shall be directed to Kevin Goggin, Contract Administrator, at kevgog@lakewood.org. Questions must be sent via email no later than **5:00 PM MT on August 21, 2025**. One or more addenda may be issued, which will include all questions and the City's responses, and will be posted on R.M.E.P.S. at: <https://www.bidnetdirect.com/colorado>. Each Respondent is responsible to respond, with the Proposal submitted, to each addendum issued. Failure to address each addendum may result in disqualification of the Proposal.

### III. SCHEDULE OF EVENTS

RFP Issued	August 1, 2025
<b>Mandatory Pre-Proposal Meeting</b>	August 14, 2025 – 11:00 a.m., MT
<b>Questions Due</b>	<b>August 21, 2025 - 5:00 p.m., MT</b>
City Addendum Issued (if necessary)	August 27, 2025
<b>RFP Submittal Due Date</b>	<b>September 10, 2025 - 10:00 a.m., MT</b>
Award Date (approximate)	October 30, 2025

### IV. SUBMITTAL EVALUATION INFORMATION

Proposals will be evaluated by representatives selected by the City's Department of Sustainability and Community Development Division of Housing and Thriving Communities on the following criteria (not ordered in their relative importance):

- Responsiveness to this RFP (including addenda responses, if issued)
- Demonstrated ability in providing the requested services as verified through references
- Ability to meet requirements outlined in Part 4: Scope of Services.
- Cost of Services identified through a proposed program budget categorized by personnel (detailing positions), non-personnel and indirect costs.
- Acceptance of City contract terms (see Sample Agreement attached to this RFP), if applicable.






# PROPOSAL FORM

Final Audit Report

2025-09-04

Created:	2025-09-04
By:	Sanket Rajopadhye (srajopadhye@voacolorado.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAzhq_UZzodKd_iUqlcYjDGFMx_jw0rsfo

## "PROPOSAL FORM" History

-  Document created by Sanket Rajopadhye (srajopadhye@voacolorado.org)  
2025-09-04 - 8:58:43 PM GMT
-  Document emailed to Angel Hurtado (ahurtado@voacolorado.org) for signature  
2025-09-04 - 9:00:11 PM GMT
-  Email viewed by Angel Hurtado (ahurtado@voacolorado.org)  
2025-09-04 - 9:35:43 PM GMT
-  Document e-signed by Angel Hurtado (ahurtado@voacolorado.org)  
Signature Date: 2025-09-04 - 9:36:15 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-04 - 9:36:15 PM GMT

## **Certification of Ability to Meet Scope of Services**

Volunteers of America Colorado certifies that it has reviewed and understands the full Scope of Services outlined in Part 4 of RFP #6448. We affirm that our organization has the operational capacity, staffing infrastructure, and programmatic experience to meet or exceed all requirements, including:

- 24/7 shelter operations
- Trauma-informed, housing-focused case management
- Maintenance and emergency response for the facility
- Community engagement and guest feedback systems
- HMIS data entry, reporting, and compliance
- Participation in regional initiatives such as Built for Zero

We are committed to delivering high-quality services in alignment with the City of Lakewood's goals and expectations.

*Signed,*

Angel Hurtado

Sep 5, 2025

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






# Certification of Ability to Meet Scope of Services

Final Audit Report

2025-09-05

Created:	2025-09-05
By:	Sanket Rajopadhye (srajopadhye@voacolorado.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAA_dhL2wMDqacRizTUjHGDoHWfAflIQifW

## "Certification of Ability to Meet Scope of Services" History

-  Document created by Sanket Rajopadhye (srajopadhye@voacolorado.org)  
2025-09-05 - 4:31:39 PM GMT
-  Document emailed to Angel Hurtado (ahurtado@voacolorado.org) for signature  
2025-09-05 - 4:32:17 PM GMT
-  Email viewed by Angel Hurtado (ahurtado@voacolorado.org)  
2025-09-05 - 6:16:40 PM GMT
-  Document e-signed by Angel Hurtado (ahurtado@voacolorado.org)  
Signature Date: 2025-09-05 - 6:16:49 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-05 - 6:16:49 PM GMT

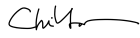
**CERTIFICATION OF NON-COLLUSION**

The undersigned Respondent hereby acknowledges that it has not entered into any agreement with any other Respondent or prospective Respondent or with any other person or entity relating to the price named in Respondent's Proposal or any other Proposal, nor any agreement or arrangement under which any person or entity is to refrain from quoting, nor any agreement or arrangement for any act or omission in restraint of free competition among Respondents. Furthermore, Respondent has not disclosed to any person or entity the terms of the Proposal or the price named therein.

In compliance with the terms and conditions of this RFP, the undersigned Respondent agrees to furnish all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule. Respondent hereby certifies that this quoted price is firm of a period of **sixty (60)** calendar days from the due date specified in this RFP.

**The following must be fully completed:**

Dated at Denver, Colorado this 4th day of September, 2025.

SIGNATURE OF RESPONDENT: 

**If an individual** By \_\_\_\_\_

Doing business as \_\_\_\_\_

**If a partnership** By \_\_\_\_\_, Partner

**If an LLC:** By \_\_\_\_\_

TITLE \_\_\_\_\_

**If a corporation:** a \_\_\_\_\_ state corporation

By \_\_\_\_\_

TITLE: \_\_\_\_\_

# CERTIFICATION OF NON-COLLUSION

Final Audit Report

2025-09-04

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By:	Sanket Rajopadhye (srajopadhye@voacolorado.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAaktP5hD5pUX-YZdSteNWP36AwLJGNrWN

## "CERTIFICATION OF NON-COLLUSION" History

-  Document created by Sanket Rajopadhye (srajopadhye@voacolorado.org)  
2025-09-04 - 8:54:50 PM GMT
-  Document emailed to Chiyoko Yokota (cyokota@voacolorado.org) for signature  
2025-09-04 - 8:56:43 PM GMT
-  Email viewed by Chiyoko Yokota (cyokota@voacolorado.org)  
2025-09-04 - 10:13:01 PM GMT
-  Document e-signed by Chiyoko Yokota (cyokota@voacolorado.org)  
Signature Date: 2025-09-04 - 10:16:03 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-04 - 10:16:03 PM GMT

**CITY OF LAKEWOOD**  
**Purchasing**  
Civic Center South  
480 S. Allison Parkway  
Lakewood, Colorado 80226-3127

August 18, 2025

**I. SUBJECT: Addendum #6448: CITY OF LAKEWOOD NAVIGATION CENTER  
OPERATOR SERVICES**

This Addendum No. 1 in its entirety shall become a part of the contract documents as if originally included.

Please see attached:

- A. City of Lakewood Navigation Center Power Point Presentation August 14, 2025.
- B. Site Visit Photos 8-14-25 (1) through 8-14-25 (9)

**THIS ADDENDUM ACKNOWLEDGMENT MUST BE SIGNED AND RETURNED AS  
PART OF YOUR BID SUBMITTAL.**

Please feel free to contact Kevin Goggin, Contract Administrator at 303-987-7673 or kevgog@lakewood.org if you require any additional information.

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Company Name \_\_\_\_\_

By Angel Hurtado \_\_\_\_\_

Title Chief Programs Officer \_\_\_\_\_

Date Sep 10, 2025 \_\_\_\_\_

*Angel Hurtado*






# Addendum 1

Final Audit Report

2025-09-10

Created:	2025-09-10
By:	Sanket Rajopadhye (srajopadhye@voacolorado.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAMQE5IRWJ1KH_rB7s7G8nJWBD_1OlnjwJ

## "Addendum 1" History

-  Document created by Sanket Rajopadhye (srajopadhye@voacolorado.org)  
2025-09-10 - 1:38:36 PM GMT
-  Document emailed to Angel Hurtado (ahurtado@voacolorado.org) for signature  
2025-09-10 - 1:39:05 PM GMT
-  Email viewed by Angel Hurtado (ahurtado@voacolorado.org)  
2025-09-10 - 1:41:32 PM GMT
-  Document e-signed by Angel Hurtado (ahurtado@voacolorado.org)  
Signature Date: 2025-09-10 - 1:42:00 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-10 - 1:42:00 PM GMT

**CITY OF LAKEWOOD**  
**Purchasing**

Civic Center South  
480 S. Allison Parkway  
Lakewood, Colorado 80226-3127

August 27, 2025

**SUBJECT: Addendum #2: Request for Proposal #6448 City of Lakewood  
Navigation Center Operator Services**

This Addendum #2 in its entirety shall become a part of the contract documents as if originally included.

Please see attached:

- I. Contractor questions and City Responses.
- II. **Attachment A-** Level 1 Overall Security Plan

**THIS ADDENDUM ACKNOWLEDGMENT MUST BE SIGNED AND RETURNED AS  
PART OF YOUR BID SUBMITTAL.**

Please feel free to contact Kevin Goggin, Contract Administrator at 303-987-7673 or kevgog@lakewood.org if you require any additional information.

Volunteers of America Colorado

\_\_\_\_\_  
Company Name

By Angel Hurtado

Title Chief Programs Officer

Date 9/4/2025

*Angel Hurtado*






# Addendum 2

Final Audit Report

2025-09-04

Created:	2025-09-04
By:	Sanket Rajopadhye (srajopadhye@voacolorado.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAyygzgSCjJIX8DpUc_ yzc0g26HJFQBOzR

## "Addendum 2" History

-  Document created by Sanket Rajopadhye (srajopadhye@voacolorado.org)  
2025-09-04 - 9:02:37 PM GMT
-  Document emailed to Angel Hurtado (ahurtado@voacolorado.org) for signature  
2025-09-04 - 9:03:05 PM GMT
-  Email viewed by Angel Hurtado (ahurtado@voacolorado.org)  
2025-09-04 - 9:35:18 PM GMT
-  Document e-signed by Angel Hurtado (ahurtado@voacolorado.org)  
Signature Date: 2025-09-04 - 9:35:35 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-04 - 9:35:35 PM GMT

**CITY OF LAKEWOOD**  
**Purchasing**  
Civic Center South  
480 S. Allison Parkway  
Lakewood, Colorado 80226-3127

September 4, 2025

**SUBJECT: Addendum #3: Request for Proposal #6448 City of Lakewood  
Navigation Center Operator Services**

This Addendum #3 in its entirety shall become a part of the contract documents as if originally included.

Additional Information – Scope of Services & Project Information.

City of Lakewood was awarded operating funds through Colorado Department of Local Affairs (DOLA) that may supplement operations of the Navigation Center alongside the funding awarded through RFP 6448. These funds originally applied to cold weather sheltering operations in 2024-2025 but have not been fully allocated or expended.

Funds totaling approximately \$253K may supplement operations above the total award of the services requested in this RFP which is currently at \$3M.

**THIS ADDENDUM ACKNOWLEDGMENT MUST BE SIGNED AND RETURNED AS  
PART OF YOUR BID SUBMITTAL.**

Please feel free to contact Kevin Goggin, Contract Administrator at 303-987-7673 or [kevgog@lakewood.org](mailto:kevgog@lakewood.org) if you require any additional information.

Volunteers of America Colorado

\_\_\_\_\_  
Company Name

By Angel Hurtado

Title Chief Programs Officer

Date Sep 5, 2025

*Angel Hurtado*






# Addendum 3

Final Audit Report

2025-09-05

Created:	2025-09-05
By:	Sanket Rajopadhye (srajopadhye@voacolorado.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAtmHfle6Mxn3RYnOgsq5flngUQ1DYjiFU

## "Addendum 3" History

-  Document created by Sanket Rajopadhye (srajopadhye@voacolorado.org)  
2025-09-05 - 4:34:55 PM GMT
-  Document emailed to Angel Hurtado (ahurtado@voacolorado.org) for signature  
2025-09-05 - 4:35:18 PM GMT
-  Email viewed by Angel Hurtado (ahurtado@voacolorado.org)  
2025-09-05 - 4:58:40 PM GMT
-  Document e-signed by Angel Hurtado (ahurtado@voacolorado.org)  
Signature Date: 2025-09-05 - 4:59:01 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-05 - 4:59:01 PM GMT

1 Year Budget

PROGRAM: Lakewood Housing Navigation Center

5005 GOVERNMENT-LOCAL GOVERNMENT

TOTAL REVENUE

- 7002 PROFESSIONAL SALARIES
- 7004 MANAGERS
- 7006 TEMPORARY HELP - EMERGENCIES ONLY
- 7009 OTHER STAFF SALARIES
- 7010 SOCIAL WORKER SALARIES
- 7011 KITCHEN STAFF
- 7013 SITE STAFF SALARIES
- 7103 HEALTH INSURANCE
- 7104 PENSION & RETIREMENT
- 7201 FICA
- 7202 UNEMPLOYMENT TAX
- 7203 WORKERS' COMPENSATION

- 8100 PROGRAM SUPPLIES
- 8008 ACCOUNTING & AUDIT FEES
- 8009 COMPUTER EXPENSE
- 8101 MEDICINE & MEDICAL SUPPLIES

- 8104 FOOD
- 8105 LAUNDRY, LINEN, & HOUSE
- 8106 DISPOSABLES
- 8107 KITCHEN SUPPLIES
- 8110 OFFICE SUPPLIES
- 8200 TELEPHONE
- 8300 POSTAGE & SHIPPING
- 8403 INSURANCE, GENERAL & LIAB
- 8405 UTILITIES
- 8406 SECURITY
- 8409 JANITORIAL & MAINT CONTRACTS
- 8413 BLDG & GROUND REPAIR
- 8501 EQUIPMENT RENTAL
- 8502 EQUIPMENT MAINTENANCE
- 8503 EQUIPMENT PURCHASED
- 8602 RECRUITMENT & RETENTION
- 8705 OTHER TRANSPORTATION
- 8706 MILEAGE & VEHICLE RENTAL
- 8800 CONFERENCES & MEETINGS
- 8804 TRAINING FOR EMPLOYEES
- 8900 SPECIFIC ASSIST TO INDI
- 9404 RECOGNITION
- 9403 INDIRECT COSTS

TOTAL EXPENSES

EXCESS INCOME / (EXPENSES)

	MONTHLY	ANNUAL
	271,083.33	3,253,000.00
	271,083.33	3,253,000.00
MONTH	ANNUAL	
	6,586.67	79,040.00
	10,746.67	128,960.00
	846.00	10,152.00
	9,360.00	112,320.00
	15,773.33	189,280.00
	5,720.00	68,640.00
	57,466.07	689,592.80
	13,952.84	167,434.08
	10,565.27	126,783.28
	8,557.87	102,694.46
	2,218.71	26,624.49
	1,267.83	15,213.99
	1,152.58	13,830.92
	750.21	9,002.51
	8,602.02	103,224.27
	211.53	2,538.30
	49,806.29	597,675.45
	2,484.31	29,811.68
	1,276.10	15,313.16
	789.23	9,470.77
	492.49	5,909.86
	868.36	10,420.35
	3.76	45.07
	2,677.55	32,130.65
	7,834.99	94,019.84
	1,351.90	16,222.75
	7,422.52	89,070.22
	2,915.36	34,984.37
	1,041.20	12,494.42
	422.73	5,072.73
	364.42	4,373.05
	105.79	1,269.43
	810.12	9,721.41
	111.01	1,332.07
	395.66	4,747.88
	312.36	3,748.33
	283.92	3,407.02
	177.00	2,124.05
	35,358.70	424,304.35
	271,083.33	3,253,000.00
	0.00	

	MONTHLY	ANNUAL
Salaries & Benefits	\$ 143,061.26	\$ 1,716,735.10
Program Operations	\$ 10,716.33	\$ 128,596.00
Building Operations	\$ 32,140.76	\$ 385,689.10
Food	\$ 49,806.29	\$ 597,675.45
Indirect	\$ 35,358.70	\$ 424,304.35
<b>Total</b>	<b>\$ 271,083.33</b>	<b>\$ 3,253,000.00</b>

INDIRECT	
Total Expenses less Indirect	2,828,695.65
Indirect Should Be	424,304.35
Indirect from Program	424,304.35
Diff	0.00

	Hrs	Curr Rate	Prog/Dept Family Motel
On-site director	2080	38.00	79,040.00
<b>Total 7002 Wages</b>			<b>79,040.00</b>

Operations Supervisor	2080	32.00	66,560.00
Programs Supervisor	2080	30.00	62,400.00
<b>Total 7004 Wages</b>			<b>128,960.00</b>

Maintenance Tech 1	2080	27.00	56,160.00
Maintenance Tech 2	2080	27.00	56,160.00
Overtime Estimate @10% of maint salary	208	27.00	5,616.00
On-Call Stipend \$100/wk rotation	26	100.00	2,600.00
<b>Total 7009 Wages</b>			<b>112,320.00</b>

Housing Case Manager 1	2080	26.00	54,080.00
Housing Case Manager 2	2080	26.00	54,080.00
Housing Case Manager 3	2080	26.00	54,080.00
Housing Case Manager 4	1040	26.00	27,040.00
<b>Total 7010 Wages</b>			<b>189,280.00</b>

On-site Kitchen Tech	2080	22.00	45,760.00
On-site Kitchen Tech	1040	22.00	22,880.00
<b>Total 7011 Wages</b>			<b>68,640.00</b>

Site Staff Day Men 1	2080	24.00	49,920.00
Site Staff Day Men 2	1560	24.00	37,440.00
Site Staff Day Women 1	2080	24.00	49,920.00
Site Staff Day Women 2	1560	24.00	37,440.00
Site Staff Eve Men 1	1352	24.00	32,448.00
Site Staff Eve Float 1	1040	24.00	24,960.00
Site Staff Eve Women 1	1352	24.00	32,448.00
Site Staff Eve Float 2	1040	24.00	24,960.00
Site Staff Overnight Men 1	2080	25.00	52,000.00
Site Staff Overnight Men 2	1560	25.00	39,000.00
Site Staff Overnight Woman 1	2080	25.00	52,000.00
Site Staff Overnight Woman 2	1560	25.00	39,000.00
Site Staff Weekend Day 1	936	24.00	22,464.00
Site Staff Weekend Eve 1	520	24.00	12,480.00
Site Staff Weekend Eve 2	1768	25.00	44,200.00
Site Staff Weekend Eve 3	832	24.00	19,968.00
Site Staff Overnight Float 1	1872	25.00	46,800.00
Overtime Estimate @ 10% of Site Staff Salaries	0.1	617448.00	61,744.80
On-Call Stipend \$100/wk rotation - Two Staff	52	200.00	10,400.00
<b>Total Wages 7013</b>			<b>689,592.80</b>

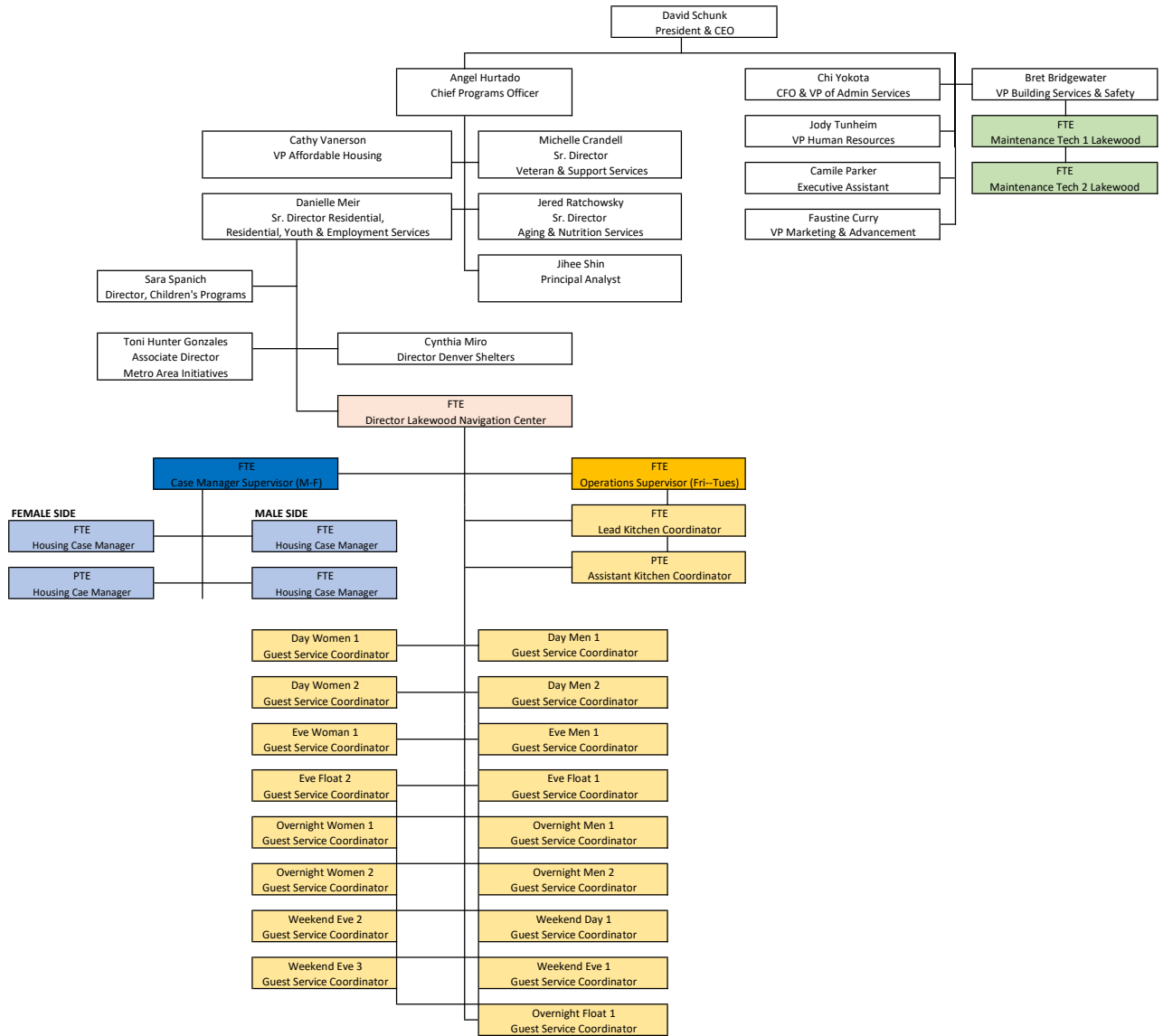
**1,267,832.80**

**TOTAL WAGES**

**Motel Total**  
**1,267,832.80**

Benefits Costs			
Health Insurance per FTE/year X annual rate	19	8812.32	167,434.08
Pension & Retirement	10.00%		126,783.28
FICA Match + COPFML	8.10%		102694.46
Unemployment Insurance	2.10%		26,624.49
Workmen's Compensation	1.20%		15,213.99
			\$ 438,750
			\$ 1,706,583

Organization Chart



<b>Job Title:</b>	<b>Housing Case Manager – Lakewood Navigation Center</b>	<b>Job Code:</b>	[TBD by HR]
<b>Job Family:</b>	[TBD by HR]	<b>Job Function:</b>	[TBD by HR]
<b>FLSA Status:</b>	[TBD by HR]	<b>Location:</b>	Lakewood, CO
<b>Salary Grade:</b>	[TBD by HR]	<b>Work Status:</b>	Full-Time
<b>EEO Category:</b>	[TBD by HR]	<b>Reports To:</b>	Senior Project Manager
<b>Last Updated:</b>	3.7.2025	<b>Approved By:</b>	RYES Senior Director

### **Job Summary**

The housing case manager at the Lakewood Navigation Center is directly responsible for the service provision and housing assistance for individuals enrolled in the Lakewood Navigation Center. This program serves multiple male and females in a congregate shelter setting. Service modalities include Housing Focused, Trauma Informed Care, Harm Reduction, Motivational Interviewing, Crisis De-escalation, and Critical Time Intervention. Job duties include a conducting needs-based and program eligibility assessments, engaging in community outreach, providing case management services, assist families in maintaining their stay at the shelter, crisis management and de-escalation, life skills, connection to income resources and/or public benefits, determining rental amounts, landlord recruitment/mediation, attending meetings/trainings within the community, collaborating care with service providers and multi-disciplinary teams. Further, the Case Manager may be charged with developing program-specific specializations relevant to the needs of participating households, and is expected to be aware of, and consistently apply, best practice standards in their applicable field of work. Requires use of personal vehicle for service provision including securing and maintaining housing for the participants enrolled in the program. The expectation is that 90% of individuals engage in case management services.

### **Job Description**

#### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Ensures that the participant’s voice is heard, and their ideas play a prominent role in programming.
- Responsible for possessing an in-depth knowledge regarding program requirements, including the referral process, support services, allowable costs, field-relevant best practices, the sheltering system, and HUD permanent housing: rapid re-housing standards.
- Provides housing case management; ensures participants receive regular engagement opportunities for services.
- Responsible for collecting necessary documents to obtain and maintain housing: identification documents, income changes, changes in household, etc.
- Responsible for identifying and serving the unique needs of participant households participating in Volunteers of America programs and utilizing screening and assessment tools and ensuring the completion of needs-based screenings.
- Involved in intakes, housing orientations, lease-ups and ongoing educational opportunities for participants.
- Assists with community-wide outreach to identify eligible participant households presenting with substantial barriers to housing stability. Assist families in their search for housing: filling out rental applications, interpreting leases and understanding tenant rights and responsibilities.
- The Case Manager facilitates the delivery of appropriate services for households as indicated by relevant service modalities through an equity lens.
- Coordinates services with community providers when needed.
- Demonstrates knowledge of resources, a passion for serving people experiencing homelessness, and the ability to contribute to the program-wide objectives of a diverse and dynamic team.

- Develops, directs, and monitors the implementation of quality Housing Focused/CTI-based supportive services tied to housing stability. Coordinates with the entire team to deliver services most appropriate to meet the needs of presenting households.
- Assists in relocating households as needed and securing emergency housing.
- Supports team members by serving as a resource for analyzing and solving problems and staying abreast of current issues and theories within the field
- Working with the individuals to ensure timely follow up with regards to concerns and issues pertaining to their stay at the program.
- Attends orientations, trainings, education programs, staff meetings, community meetings, conferences and workshops as requested and applicable to meet the needs of the position. May provide training and mentorship to team members and community stakeholders regarding best practices in relevant service models and practices.
- Clearly documents all guest interactions along with required eligibility and demographic information. Obtains and maintains chronic homelessness documentation and disability documentation.
- Ensures timely reporting within data entry systems and hard copy files in accordance with grant guidelines. Develops specialized knowledge related to service delivery database systems within the organization including Service Point and Homeless Management Information System (HMIS).
- Ensure that families are entered into the ONEHOME Coordinated Entry System, to include administering the Coordinated Entry Standard Assessment, previously known as the VI-SPDAT.
- Performs duties in a professional manner by maintaining the confidentiality of all information and by participating effectively within and across teams.
- Maintains the physical and emotional safety of all guests in the facility. From time to time may need to assist with managing the community spaces and address any guest conflict immediately to de-escalate. Will contact emergency personnel as necessary and will accurately and adequately complete any reports or documentation required.
- Performs job responsibilities in accordance with the Social Work Code of Ethics.
- Performs all other duties as assigned.

### COMPETENCIES

- Models core culture attributes of VOAC that include “AIRS” (Accountability, Integrity, Respect and Service).
- Models and VOACO’s three critical virtues of HHS (Hungry, Humble, People Smart).
- Utilization of various databases including Homeless Management Information System and Service Point.
- Ensures equitable and inclusive services.
- Ensures that resident(s) has an active voice in programming.

### MINIMUM QUALIFICATIONS OF POSITION

- Bachelor’s degree in human services, social work, or a closely related field or related experience.
- At minimum, one full year of working with people experiencing homelessness.
- Good organizational and planning skills; works well as part of a team.
- Colorado driver’s license and state-mandated automobile insurance. Reliable and accessible vehicle to transport guests.
- Complete program credentialing process, to include criminal and civil background checks within 30 days of hire and training required by funders and the organization.

**PREFERRED QUALIFICATIONS OF POSITION**

- Familiarity with current housing market information, housing trends, and available resources.
- Experience working with individuals experiencing homelessness.
- Experience working with individuals experiencing severe and persistent mental health concerns.
- Crisis intervention skills.

**KNOWLEDGE AND SKILLS**

- Expert written, oral, and interpersonal communication skills.
- High level of competency working with Microsoft Office suite and cloud-based applications.
- Strong time management and prioritization skills.
- Experience working independently and in a team-oriented, collaborative environment.
- Strong organizational skills.

**WORKING CONDITIONS AND PHYSICAL REQUIREMENTS**

- Must be willing to use vehicles for service provision throughout a seven-county area.
- Works in close proximity to other staff residing in the shelter system.
- Ability to quickly and safely go up and down stairs regularly to meet with families.
- Some lifting is required but should rarely exceed 50lbs.

**POSITION TYPE AND EXPECTED HOURS OF WORK**

- Full time 40 hours per week Tuesday through Saturday– 7:00 am – 4:00 pm

**LOCATION**

8000 W Colfax Ave, Denver, CO 80203.

**SIGNATURES**

This job description has been approved by all levels of management:

Employee signature below constitutes employee’s understanding of the requirements, essential functions and duties of the position.

Employee \_\_\_\_\_ Date \_\_\_\_\_

*Note: This job description is intended to describe the general nature and level of work performed and is not to be construed as an exhaustive list of responsibilities, duties, and skills required. Other duties may be assigned. Furthermore, it does not establish a contract of employment and is subject to change at the discretion of the employer.*

*Volunteers of America provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.*

## **Introduction**

Volunteers of America Colorado is pleased to submit this proposal in response to the City of Lakewood's Request for Proposal (RFP) #6448 for Navigation Center Operator Services. We are a trusted, long-standing nonprofit organization with extensive experience in providing housing-focused, trauma-informed, and person-centered services to individuals experiencing homelessness. Our team is committed to delivering high-quality services that align with the City's goals and objectives for the Navigation Center.

## **Person-Centered, Trauma-Informed, and Housing-Focused Case Management at VOA Colorado**

Volunteers of America Colorado (VOA Colorado) integrates trauma-informed care into every aspect of its organizational culture and service delivery, ensuring that case management is both responsive to client needs and focused on housing stability.

All new employees begin their journey with VOA Colorado through a trauma-informed lens. Orientation includes multimedia presentations and direct engagement with executive leadership, emphasizing the organization's core values—Accountability, Integrity, Respect, Service (AIRS) - and leadership traits of being Hungry, Humble, and People Smart (The Ideal Team Player by Patrick Lencioni). This foundation sets expectations for cultural contribution and leadership approach.

On the second day of onboarding, staff transition to program-level training, which depending on the position may last for the first 30 days or the first 6 months. During this time, trauma-informed care is contextualized through:

- Program-specific policies and procedures
- Physical space design that promotes safety and dignity
- Real-world examples of trauma-informed practices in housing-focused services

This ensures that staff are equipped to support individuals experiencing housing instability with empathy and effectiveness.

In the first year and biannually thereafter, all employees complete the organization's required Core Competency Training series that include: trauma-informed care, motivational interviewing, harm reduction, de-escalation techniques, and vicarious trauma. VOA Colorado hosts biannual staff summits focused on experiential learning, policy review, and skill-building to reinforce trauma-informed practices. Supervisors model trauma-informed principles in their administrative roles, including reflective supervision, motivational interviewing for supervisors, change management, and staff support and development through individualized professional development plans.

Additionally, policies and procedures are reviewed quarterly by division leadership and Quality Assurance (QA) team to ensure best practices. Environmental design and programming are regularly reviewed and evaluated during biannual inspections and more frequently as needed based on guest or staff feedback to ensure alignment with trauma-informed care and housing-focused outcomes.

VOA Colorado delivers housing-focused case management through a structured, person-centered approach designed to support guests in securing safe, stable, and permanent housing within the community. Caseloads for shelter case managers will not exceed a 30:1 ratio and does not include working shifts in lieu of their focus on the guest's housing stability.

Upon arrival, each guest is warmly welcomed and provided with clear guidelines regarding program rules, policies, procedures, and available services. Guests are provided written materials in English or Spanish, and it is read aloud in English or Spanish with opportunity for questions and clarification prior to them agreeing. Guests who prefer a language other than English or Spanish are offered translation apps to help guide the conversation between guest and staff.

Within the first week, guests meet with a housing case manager to identify their strengths, needs, and interests. Together, they develop an individualized housing plan with the goal of exiting homelessness permanently. This plan is centered around client choice and all actions taken by the case management team revolve around the client's self-described goals in addition to housing stability.

VOA Colorado's case management model is designed to maintain consistent engagement and accountability through intentional, scheduled touchpoints. These meetings are documented in the WellSky case management system and may include:

- Assessment & Support Meeting (Initial)
- Development of an individualized service plan
- Completion of necessary releases of information
- Weekly Connection Meetings
- Review of progress on service plan goals
- Addressing emerging challenges or needs
- Updated referrals and next steps
- 30-Day Reviews
- Evaluation of accomplishments and barriers
- Assessment of housing readiness (e.g., ID, income verification, references)
- If housing-ready: initiate rental and credit history checks
- If not housing-ready: revise service goals and re-engagement steps
- Exit Preparation Meeting (typically 2 weeks prior to discharge)
- Confirmation of housing placement
- Finalized exit plan and scheduled discharge
- Identification of household needs and connection to resources

- Referrals for ongoing support and re-engagement options
- Intervention Meetings (as needed)
- Behavioral or engagement concerns
- Review of relevant policies and expectations
- Development of corrective action plans with timelines if non-violent issues are identified
- All relevant information is entered into the Homeless Management Information System as required by funding sources within five business days for tracking purposes. All exits, annual updates, demographics, employment, and income tracking, etc. are included in tasks entered into the HMIS system.
- Entry into the OneHome system is also completed within ten business days to increase the chances of prioritization of housing options for guests during their stay.

VOA Colorado views the shelter as a temporary resource and encourages guests to accept appropriate housing opportunities as they arise. Staff work in partnership with guests to explore housing options that align with their long-term goals. Often, the guests that arrive at our shelters have endured the negative effects of long-term homelessness. This includes violence, weather related injuries, crimes committed due to homelessness, and other serious forms of trauma. Services provided by VOA Colorado are designed to assist the participants in stabilization and trauma healing with the goal of exiting homeless permanently. VOA Colorado provides a comprehensive array of supportive services to guests which requires, to the extent possible, closely knit collaborative relationships with other public-sector service systems. VOA Colorado promotes a sense of decency, caring and dignity which allows guests to feel secure in the knowledge that there is a place to sleep that is free from violence, crime and victimization, food to eat, clothes to wear and access to health care. In the context of reliable, safe, and trusting relationships, guests can then move to securing housing to meet their individual needs.

## **Staff recruitment and development including pre-hire background checks, training, and trauma-informed staff wellness**

### **Strategic Recruitment Practices**

VOA Colorado employs a dedicated recruiter within its Human Resources team who leads a comprehensive recruitment strategy to attract top talent in the human services field. This includes:

- Posting job openings on internal and external platforms aligned with industry standards
- Participating in job fairs and community hiring events
- Offering referral and hiring bonuses to incentivize quality applicants
- Leveraging VOA Colorado's long-standing reputation as a respected and impactful nonprofit to attract value-aligned professionals
- Competitive compensation and benefits package

To reduce barriers to employment, VOA Colorado accepts applications through multiple channels, including:

- Resumes
- Phone and in-person conversations
- Email submissions
- Online applications via its personnel management system, Paylocity

This flexible approach ensures accessibility and inclusivity in the hiring process. When the recruiter receives an application, they review the applicant within 72 hours and complete a phone screening. While reviewing the application the recruiter evaluates completeness, employment history, reasons for terminating previous employment, patterns that are concerning, evaluation of qualifications, and consistency between the resume and application. In reviewing the resume, the recruiter evaluates consistency between the resume, cover letter, and cultural fit. Phone screenings are completed to clarify any discrepancies or noted concerns on the application, resume and cover letter and to confirm knowledge of salary range, job description, location, hours. Applicants that are a good cultural and experience match are asked if they would like to move forward in the application process at the end of the phone screening or thanked for their time and application. Lived experience and/or work history may account for educational experience.

First Interviews are conducted with two managers utilizing structured and predetermined questions for the position. Hiring managers are seeking to understand applicants' educational history, work history, competencies, and cultural fit for the program.

Applicants who are successful in the first interview are asked to schedule a second interview. Currently, the hiring manager in collaboration with the recruiter begins and reference checks and confirms employment history. Hiring managers present applicants for hire to the Senior Director and Human Resources.

If all approve, an offer is made. Hiring managers are prepared to discuss counter offers, salary and start dates. Applicants are supported through the pre-employment onboarding process via Paylocity, VOA Colorado's payroll system. New Employee orientation consists of one full day with Human Resources and the Executive Leadership team. A thorough review of the VOA Colorado employee handbook, standard policies, salary, benefits, and workplace culture is completed. This is followed by a full day of site-specific onboarding with the Manager, and an outlined 30 day to 6-month training plan, pending position duties. VOA Colorado is committed to retention through a commitment to excellence, respect, training, and employee benefits to ensure employee wellness.

In relation to staff on-site at the shelters, VOA Colorado performs background checks after an offer of employment has been made, but before any staff person is allowed to work with shelter guests. VOA Colorado will not hire anyone that has exploited or victimized an at-risk person. Additionally, VOA Colorado checks the Colorado Bureau of Investigation as a standard and Federal Bureau of Investigation for any applicants depending on previous addresses. For international hires, VOA Colorado also conducts an Interpol check.

### **Staff Wellness and Professional Development**

VOA Colorado recognizes that staff wellness is essential to delivering high-quality services. The organization fosters employee wellness by providing a culture of community care. Supervisors are held to exceptional standards to ensure a culture of compassion, excellent training, and clear communication. Employees are provided with benefits allowing them to access medical services, mental health services, legal services, pet care, and discounted pricing for services and products that increase quality of life. Employees also have access to free and confidential virtual health, mental health, and substance misuse treatment. Employees are provided with regular supervision that includes reflective practice to promote emotional resilience and skill-building. All VOA Colorado staff also have access to the Homeless Leadership Council (HLC) Debriefing team in the event of a workplace trauma.

VOA Colorado encourages leadership and growth by helping staff in creating professional goals and offering pathways to achieve those goals through tuition reimbursement programs. VOA Colorado staff complete supervision forms that are signed off on by both

employee and supervisor and forwarded for one-up review. Annual professional development plans are crafted based on employee interests and goals, supervisory observations, and data from program performance. VOA Colorado responds to employee feedback in efforts to create and sustain a positive and healthy work culture with the understanding that this leads to employee satisfaction, retention, and increased performance. Employees are empowered to thrive professionally while maintaining balance and purpose in their work.

## **Facility Maintenance and Security including safety planning**

VOA Colorado maintains high standards of safety, cleanliness, and operational excellence across all shelter facilities through a proactive and trauma-informed approach to facility maintenance and security.

VOA Colorado employs a dedicated team of professional maintenance staff to ensure that shelter environments remain safe, sanitary, and fully functional. Maintenance operations are guided by:

- Standard operating procedures aligned with local building codes, health regulations, and trauma-informed design principles
- Daily walkthroughs to promptly identify and address emerging issues
- Scheduled deep cleaning of high-traffic and communal areas
- Rapid response protocols for urgent maintenance needs
- Facilities are intentionally designed and maintained to promote dignity, privacy, accessibility, and emotional safety—key components of trauma-informed care.

VOA Colorado implements a multi-layered security strategy to protect guests, staff, and property. Key components include:

- 24/7 double or triple staff are always available to shelter guests
- Staff are trained personnel specializing in trauma-informed care, de-escalation, and crisis response
- On-site staff always have access to three 24/7 on-call staff, consisting of a trained staff member who is responsible for coverage issues; a manager who takes operational calls for any immediate issues with guests or programming that may arise; and a maintenance on-call person for any building issues that require immediate attention
- Controlled access points with secure entry systems to manage guest flow and prevent unauthorized access
- Surveillance systems in common areas to deter unsafe behavior and support incident resolution
- Clear safety protocols communicated during intake and reinforced through signage and staff engagement
- Ongoing collaboration between security and shelter teams to balance rule enforcement with compassionate care
- Emergency preparedness and compliance training and audits

VOA Colorado maintains comprehensive emergency response plans for natural disasters, fire, medical, and behavioral incidents. Staff are trained in evacuation procedures, first aid, CPR, incident documentation, reporting protocols, regular drills, and policy reviews. All these actions ensure staff readiness and compliance with safety standards.

VOA Colorado is CARF-accredited (Commission on Accreditation of Rehabilitation Facilities), demonstrating its commitment to quality and accountability. The organization undergoes two external third-party health and safety inspections annually, in addition to quarterly internal safety committee meetings, and regular fire and health department visits as required. This layered oversight ensures that potential concerns are identified early and addressed swiftly.

VOA Colorado takes pride in its ability to maintain safe, welcoming, beautiful, and well-functioning shelter environments that support both short-term stability and long-term housing outcomes.

## **Community Engagement and Community Outreach**

VOA Colorado has been a trusted leader in human services since its founding in 1896, demonstrating almost 130 years of continuous service to individuals and communities with unmet needs across the state. As one of Colorado's oldest and most established human service nonprofit organizations, VOA Colorado has built a legacy of compassion, innovation, and impact.

Throughout its history, VOA Colorado has remained steadfast in its mission to uplift individuals and families through shelter, housing, behavioral health, veteran services, and community outreach. The organization's deep roots in the community have fostered strong partnerships with local governments, healthcare systems, housing authorities, and other service providers positioning VOA Colorado as a go-to resource for comprehensive, trauma-informed care.

VOA Colorado is widely recognized for its high standards of service delivery, evidence-based practices, and client-centered approach. The organization is CARF-accredited, reflecting its commitment to quality, accountability, and continuous improvement. Its programs consistently meet or exceed performance benchmarks, and its staff are known for their professionalism, cultural responsiveness, and dedication to dignity.

VOA Colorado's reputation as an elite human service provider is further reinforced by its active leadership in the broader community. Staff and executive leaders serve on numerous community boards, coalitions, and Business Improvement Districts (BIDs), contributing their expertise to shape policy, strengthen service networks, and advocate for systemic change. These roles allow VOA Colorado to remain deeply connected to local needs and responsive to emerging challenges.

In addition to direct service, VOA Colorado contributes to the community through public education, collaborative initiatives, and strategic partnerships that promote housing stability, behavioral health, and economic mobility. VOA Colorado is trusted by funders, stakeholders, and the communities it serves to deliver life-changing support with integrity and excellence. As a result, VOA Colorado has grown to over 53+ programs throughout the state that serve individuals prenatally through end of life. Because of both reputation and presence, VOA Colorado has a large network of providers and partners to draw upon and collaborate with to meet the needs of the community.

## **Guest/client relations including restoration/reconciliation in conflict**

VOA Colorado is deeply committed to fostering respectful and collaborative relationships with every guest it serves, recognizing the privilege afforded us to walk alongside a guest in their journey. Central to this commitment is the organization's emphasis on participant voice, which informs both program design and day-to-day practice. Guests are not only recipients of services - but also active partners in shaping their experience.

VOA Colorado staff are trained and supported to build meaningful, honest, and collaborative relationships through a foundation of organizational values - Accountability, Integrity, Respect, and Service (AIRS) - and leadership characteristics of being Hungry, Humble, and People Smart (HHS). Staff are expected to demonstrate excellence in all interactions, including the resolution of guest concerns. Conflict resolution is approached with compassion, fairness, and urgency, ensuring that issues are addressed swiftly and justly. VOA Colorado has implemented a clear and consistent dispute resolution process across all programs, which includes:

- Immediate resolution efforts by frontline staff and supervisors
- Access to guest communication forms, available 24/7 for submitting feedback or concerns
- Direct access to leadership, including Program Directors, Senior Directors, the Chief Program Officer (CPO), and the Chief Executive Officer (CEO), for unresolved matters
- Regular guest feedback surveys
- Program Reviews are regularly completed by the board and committee members. Guests are invited to attend and participate.

This multi-tiered approach ensures that every guest has a voice and that their concerns are taken seriously at all levels of the organization. Staff are trained to listen actively, validate guest experiences, and co-create solutions that promote accountability and healing. VOA Colorado's commitment to guest relations and conflict resolution reflects its broader mission to provide dignified, person-centered care that empowers individuals and strengthens community trust.

## **Business functions including invoicing and program reporting**

VOA Colorado maintains a high standard of operational excellence through robust financial systems, strategic oversight, and a culture of accountability. These practices ensure that all grants and contracts are managed with precision, transparency, and full compliance.

VOA Colorado utilizes SAGE Intacct, a real-time accounting platform that enables accurate tracking of expenditures, invoicing, and budget performance across all programs. Each grant and contract are assigned a dedicated, trained accountant who becomes an expert in their portfolio and works closely with program teams and funders to ensure timely and precise billing.

Financial oversight is conducted through a multi-tiered review process, including:

- Monthly strategic reviews of financial performance
- General Ledger (GL) oversight by Program Managers, Grant Accountants, Directors, Senior Directors, and the Controller
- Annual internal monitoring by the Quality Assurance (QA) Team
- Additional oversight from the Internal Compliance Team and Executive Leadership, as needed
- QA Team assigns dedicated staff to monitor program data, conduct random internal audit sampling; compile monthly reports for strategic review, by program managers, Department Directors, Senior Director, and Quality Assurance team; conduct annual internal reviews; Board Committee reporting, and aid in supporting Program Managers with responding to funder-driven reporting requirements; and finally ensuring timely and complete submissions that reflect program impact and fiscal responsibility.

This layered approach ensures accuracy, accountability, and alignment with funder expectations.

VOA Colorado uses a suite of client record management systems to ensure data integrity and compliance, including: HMIS (Homeless Management Information System); WellSky; Clarity. These systems support accurate documentation, performance tracking, and outcome reporting across all service areas.

## Risk Management Strategies

To ensure the successful operation of the Navigation Center and mitigate potential risks, VOA Colorado will implement the following risk management strategies:

- **Comprehensive Staff Training:** All staff will undergo extensive training in trauma-informed care, crisis intervention, and emergency response protocols to ensure they are well-prepared to manage any situation that may arise.
- **Regular Safety Drills:** Conduct regular safety drills, including fire drills and emergency evacuation procedures, to ensure that both staff and guests are familiar with the protocols and can respond quickly and effectively in case of an emergency.
- **Health and Safety Protocols:** Implement strict health and safety protocols, including regular cleaning and sanitization of the facility, to prevent the spread of infectious diseases and ensure a safe environment for all guests and staff.
- **Incident Reporting and Response:** Establish a clear incident reporting and response system to ensure that any incidents are promptly reported, documented, and addressed. This will include a critical incident report template and a standard process for notifying city contacts of incidents.
- **Community Relations:** Maintain open lines of communication with the surrounding community to address any concerns and foster positive relationships. This will include participation in community association meetings and providing a single point of contact for community questions or concerns. VOA Colorado's Chief Programs Officer and Division Director regularly attend meetings with community stakeholders including representatives from counties served, local governments, other service providers, and community partners. VOA Colorado has three members on the Homeless Leadership Council.
- **Regular Monitoring and Evaluation:** Conduct regular monitoring and evaluation of the program to ensure that it meets its goals and objectives. This will include tracking key processes and outcome metrics and submitting quarterly and annual reports to the city. VOA Colorado routinely asks for stakeholder feedback to address any complaints or pain points. Clear lines of communication are set between funders, leadership, and admin staff to ensure any complaints are resolved.

VOA Colorado can and will comply with all requirements stated in this RPF, including the requirements for staff and volunteer background checks and driving records.

## 24/7 operation including food service and basic need provision

### **Project Understanding and Approach**

The City of Lakewood Navigation Center, located at 8000 W. Colfax Ave., is designed to support 24/7 enrollment of up to 103 guests in a low-barrier, temporary, transitional, and residential environment. The program aims to provide comprehensive support to adult individuals of all genders, leading to lasting solutions to homelessness.

Our approach to operating the Navigation Center includes:

- **Intake and Enrollment:** Currently VOA Colorado is a strong partner utilizing the OneHome system. We will continue our collaboration with Jefferson County providers to coordinate referrals and ensure a standardized, coordinated intake process. Our intake and enrollment procedures will be informed by regional Homeless Navigators and other professional sectors.
- **Community and Guest Engagement:** VOA Colorado's job descriptions all have the first requirement to ensure that the participants' voice is included in programming. We have set strategies for regular guest engagement, including advisory councils, open houses, and focus groups. We also have an established complaint resolution process for receiving and responding to guest complaints and concerns in a timely manner. VOA Colorado takes participant feedback very seriously and acts accordingly when client complaints are brought forth. There are clear and set guidelines for addressing client concerns, including escalation to leadership. Staff follow a reconciliation plan when these issues arise.
- **Case Management:** Maintain a minimum case management ratio of 30:1. Case managers will provide professional, trauma-informed, and housing-focused support to guests.
- **Operational Functions:** Ensure the provision of daily meals, laundry services, emergency maintenance, and general facility upkeep. The team will also manage community relations and utility management.

### **Specific Examples of Past Successes 24/7 facility and programming success:**

- 1. Theodora Family Hotel:** VOA Colorado has successfully operated the Theodora Family Hotel, formerly known as the VOA Family Motel, since 2001. The Hotel is a 24/7 emergency shelter for families and Veterans (including individuals) experiencing homelessness. The onsite team provides comprehensive case management services, resulting in 76% success rate in transitioning guests into more stable housing within three months. The shelter also received high praise for its community engagement initiatives, including working alongside the local elementary school and collaboration with local businesses. Again, in 2024, 76% of those that exited the program did so into a more stable or permanent housing situation. This facility is approximately two miles away from the proposed Lakewood Navigation Center.
- 2. Irving Street Safe Haven Program:** VOA Colorado's Safe Haven Program, designed for individuals with severe and persistent mental health issues, achieved a 73% retention rate in housing stability over a two-year period. The program's trauma-informed approach and strong partnerships with mental health providers (including onsite mental health services) are key factors in its success. 69% of clients obtained income either through entitlement benefits or through employment by the end of the operating year or program exit. This outcome exceeded HUD's target by 9%.
- 3. Durango Community Shelter:** VOA Colorado has operated the Durango Community Center for over 35 years, which provides temporary housing and support services to families and individuals (men and women) experiencing homelessness. The center's comprehensive approach, including educational support for children and job training for adults, led to a 27% success rate in achieving housing for participating households.
- 4. Sinton's Sanctuary:** Opened during COVID (July 2020), this senior (60+) and Veteran women (any age) congregate shelter serves up to 25 women nightly and has served over 204 individuals to date. 49% of those served have been successfully housed into permanent housing, with five more this last month.
- 5. Southwest Safehouse:** This VOA Colorado shelter was opened in 1985, after it was identified that Southwest Colorado had the highest incidence of domestic violence of any other rural area in Colorado. In 2024, 36% of participants exited into housing.
- 6. COHMIS:** As evidenced by HMIS, VOA Colorado is one of the most successful organizations in moving people experiencing homelessness into permanent housing. If a person experiencing homelessness enters one of VOA Colorado's programs, more than 50% of the time they will exit into permanent housing.

## **Providing Food for Shelter Residents**

Currently, VOA Colorado provides meals to all its shelters in the Denver Metro Area. This is accomplished through a new industrial kitchen built for the distribution of Meals on Wheels, Congregate Dining and residential programs offered by VOA Colorado. The Aging and Nutrition Services center in Commerce City is the largest provider of Meals on Wheels in the Denver Metro Area. This site serves meals to over 3,000 Seniors throughout Adams, Arapahoe, Denver, Douglas, and Jefferson counties. Furthermore, Volunteer of America's Congregate dining provides community and nutrition to Colorado's aging and disabled population.

Currently, this kitchen provides meals to four residential and day center sites – Irving Street Women's Residence, Sinton's Sanctuary, Theodora Family Motel, and The VOA Mission. Meals are kept warm through on-site warming kitchens and are readily available to clients.

Using this model, VOA Colorado plans to provide meals to the residents of the Lakewood Navigation Center. This eliminates the need for outside contracting to meet the necessary requirements, cuts down on overhead costs, and ensures clear lines of communication and feedback.

## **Conclusion**

Volunteers of America Colorado is committed to providing exceptional services to the City of Lakewood for the Navigation Center. Our experience, approach, and dedication to the community make us the ideal partner for this project. We look forward to the opportunity to collaborate with the city and contribute to the success of the Navigation Center.