



This Scope of Required Services (SRS) for Short Term Crisis Housing contains a written summary of and links to detailed information regarding the services that must be provided to eligible homeless participants as specified herein who are seeking assistance to resolve their housing crisis. This SRS and the documents that are linked hereto in combination with the Program Profile & Performance Targets (Exhibit A) together comprise the entire Statement of Work for Short Term Crisis Housing.

**COORDINATED ENTRY SYSTEM (CES)  
2015-2016 SHORT TERM CRISIS HOUSING FOR HOMELESS INDIVIDUALS  
SCOPE OF REQUIRED SERVICES (SRS)**

**CRISIS HOUSING COMPONENT OVERVIEW**

1. Short Term Crisis Housing (Emergency Shelter) will provide a safe and supportive 14 hour residence for homeless individuals for a period of up to 90 days. All crisis housing programs must work in collaboration with LAHSA and the Coordinated Entry System (CES) for homeless throughout Los Angeles County
2. Short-term crisis housing for homeless individuals:
  - a. Must be site-based emergency shelters.
  - b. Maximum length of stay is up to 90 days.

**CONTRACTOR OBLIGATIONS**

3. Contractor is hereby contracted to provide the number of beds of Short Term Crisis Housing and serve the number of unduplicated homeless individuals as specified in Exhibit A – Program Profile and Performance Targets during the contract term under this Agreement.
4. Contractor shall ensure that it maintains an average of 95% full occupancy in its short term crisis housing program for homeless individuals.
5. Contractor agrees to maintain and make accessible to participants the services funded and/or required under this Agreement during the hours identified in the Project Profile section of this Contract.
6. All programs must incorporate harm reduction policies and procedures into their program design and crisis housing operations. Harm Reduction is defined as: an aspect of a program's design established by a set of policies and the resulting procedures and practices whose objective is to reduce the negative consequences of participants' continued use of drugs and/or alcohol or failure to be medication compliant. In crisis housing settings, harm reduction is intended to prevent a participant's termination from the program based solely on his or her inability to stop using drugs or alcohol or failure to take prescribed medications. Crisis Housing programs incorporating a harm reduction model must utilize all interventions possible, short of termination from the program to enable the participant to reduce or minimize their risky behaviors while at the same time assisting them to move into and become stabilized in permanent housing. Harm reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants and staff. Organizations must develop a set of policies and procedures to be implemented in the event of such behavior on the part of a participant.
7. Contractor shall operate the Program's Project Site in a clean, safe, and well-maintained environment and shall comply with the LAHSA Minimum Programs Standards for Crisis Housing which is located at the following link: [www.lahsa.org/contracts.asp](http://www.lahsa.org/contracts.asp) and is incorporated herein by reference.



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8. Contractor shall provide homeless individuals with as much assistance as necessary to comply with the terms of this Agreement.
9. Unless otherwise exempted for reasons of participant safety and confidentiality, Contractor shall participate in the Los Angeles Continuum of Care Homeless Management Information System (LA CoC HMIS) and shall also comply with all the HMIS requirements as required of Contractor under the terms of this Agreement.
10. If the program is exempted from participation in the LA CoC HMIS as described above under number 9, Contractor shall use an equivalent system to record, track and maintain all required data under the U.S. Department of Housing and Urban Development (HUD) Universal Data Standards including, but not limited to; demographic information, dates of participation in the program, benefits and services provided, outcomes achieved and placement destinations upon exit from the program. Contractor shall report all required participant data to LAHSA in the manner prescribed for manual reporting by the due dates contained in this agreement.
11. For Contractor's providing Short Term Crisis Housing (Emergency Shelter), Medium Term Crisis Housing (Transitional Housing), Reserved Crisis Housing (Bridge Housing) or Permanent Housing Contractor must enter accurate bed assignment and utilization data into the Los Angeles CoC's HMIS to support the operation of the HMIS Dashboard system, on a daily basis. If the program is exempt from LA CoC HMIS participation the assignment of beds and the discharge of participants will be reported manually in the manner prescribed by LAHSA on a daily basis.
12. Contractor shall manage and ensure that benefits and/or services are provided to eligible individuals who are homeless or imminently at-risk of homelessness.
13. Contractor shall submit accurate and timely invoices along with any requested supporting documentation which identifies benefits and services provided to homeless individuals. Contractor shall be responsible for reimbursing LAHSA for all charges paid for benefits and services provided to ineligible homeless individuals if LAHSA determines that benefits and services were provided to an ineligible participant.
14. Contractors must ensure that any housing provided under this contract meets the Department of Housing and Urban Development (HUD)'s applicable habitability standards.
15. Contractor shall post all posters and materials as directed by LAHSA in a manner that is accessible to the public.
16. Contractor shall meet with LAHSA as needed, to discuss programmatic issues, general procedural issues, and general concerns. Either LAHSA or the Contractor may request such a meeting.
17. LAHSA allocates funding and other resources to each Contractor based upon identified need in the community. Funds and resources are not for the proprietary use of the Contractor or collaborative community partners contracted to coordinate these resources in the region. LAHSA will, at its discretion, reallocate funds and resources based on several factors which include but are not limited to a change in a region's need and agency performance.



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18. LAHSA shall monitor performance of all Contractors at least annually or as required by LAHSA, and submit written reports detailing monitoring results to Contractor.

#### **ELIGIBILITY FOR SERVICES**

19. Individuals must be determined to be homeless or at imminent risk of homelessness according to HUD's Final Rule on "Defining Homeless" (24.CFR parts 91, 576 and 578). Contractors will be responsible for documenting the determination of the participant's homeless status in HMIS and the participant master file.

#### **REQUIRED PROVISION OF SERVICES**

20. Contractors providing crisis housing for homeless individuals are funded for and shall provide the following services directly to program participants: case management, 14-hour residential supervision, crisis intervention, security, meals, restrooms and showers.
21. Short Term Crisis Housing providers for single adults will provide the following services:
  - a) Accept referrals from the CES SPA Lead and Partner agencies and other public and private agencies operating in the City of Los Angeles;
  - b) Homeless eligibility determination and documentation of homeless status;
  - c) Intake and Assessment using the approved CoC CES screening/assessment tool completed on all new participants within 24 hours of their entering crisis housing.
  - d) Intake and completed screening/assessment information will be entered into HMIS within 48 hours of the participant's entry into crisis housing.
  - e) All participants scoring a 3 or 4 on the completed screening/assessment tool will be referred to and connected with the CES Lead Agency in the SPA to be matched with permanent housing resources.
  - f) Work with participants and CES staff to facilitate appointments with CES Housing Navigators/Matchers for those participants who have been prioritized by CES for matching to permanent housing.
  - g) Case management and supportive services are offered and every attempt is made to engage participants in services offered, however participation in these services is not required as a condition of receiving crisis housing.
  - h) Case management services focus on the goal of permanent housing placement.
  - i) Development of an Individualized Housing Stabilization Plan (IHSP) for each participant who chooses to participate in case management services.
  - j) Enrollment into mainstream benefits.
  - k) Provide access to medical, mental health, substance abuse recovery, legal, education/life skills services as needed.
  - l) Provide crisis intervention services to participants of the program as needed.
  - m) Provide Residential Management and Security Services to ensure the safety of all participants and staff.

Effective July 1, 2015



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- n) Provide an adequate number of clean and well operating restrooms and showers for crisis housing participants.
- 22. Contractors providing crisis housing for homeless individuals shall ensure that the following services are accessible and provided to program participants by public or private community partners: physical health care, mental health care, substance abuse/recovery services, education / life skills, and legal services.
- 23. All applicants to the program must be screened for diversion to determine if it is possible for them to access other housing options and remain housed or be rehoused temporarily or permanently instead of utilizing crisis housing services.
- 24. Intake – An intake will be completed for each individual referred for or seeking short term crisis housing. The intake will determine the participant’s eligibility for services, the circumstances causing or contributing to their homelessness or at imminent risk of homelessness condition.
- 25. Assessment: A comprehensive assessment will be completed for each participant using the LA CoC Standardized Assessment tool for individuals that will identify the participant’s barriers to permanent housing which will include, but not be limited to, the assessment of the following; physical, mental, psychosocial, and emotional health, history of alcohol and substance abuse, domestic violence, education and employment support, legal and financial needs. If the individual is between the ages of eighteen (18) and twenty-one (21), as a part of the assessment process Contractor shall complete and submit an Independent Living Program (ILP) Eligibility Verification Form to the Department of Children and Family Services (DCFS) to determine if the youth is eligible for ILP services. The assessment will inform the participant’s Individualized Housing and Supportive Service Plan (IHSSP) that identifies barriers to the participant’s success, prioritizes desired outcomes and documents the strategies and resources to be used in attaining the outcomes.
- 26. HOPWA Services - Any participant who self identifies as living with HIV/AIDS must be linked to the housing resources available through agencies funded to provide Housing Opportunities for Persons With AIDS (HOPWA) services.
- 27. Case Management: Participants will meet with their Case Manager’s at least once a week to establish and assess progress toward personal, housing placement and income goals outlined on the IHSP and to document progress in these areas supporting the participant’s rapid transition to permanent housing. They will also assist participants in obtaining additional services needed including but not limited to: mainstream benefits, housing linkages, substance abuse and mental health/health services.
  - A. Contractor shall hire or designate staff to provide case management services to participants in the Program.
  - B. After the intake process, any participant requesting additional services must be assigned to a case manager who, together with the participant, will develop an Individualized Housing Stabilization Plan (IHSP).

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- C. Contractor understands that under this Agreement, case management and the development of the IHSP shall consist of the following applicable elements:
- i. Mainstream Benefits: Contractors must establish procedures for screening participants at program entry and intake for eligibility for mainstream benefits, particularly relative to Supplemental Security Income (SSI) and/or Social Security Disability Insurance (SSDI), and must assist participants in applying for mainstream benefits for which they are eligible.
  - ii. Housing Linkage: Contractor must establish screening procedures to determine eligibility for *all* housing types, including Permanent Supportive Housing, Shelter+Care, Veteran Affairs Supportive Housing, and Section 8. In addition, participants should also be assessed for market rate housing options. This includes rapid re-housing programs that offer both short and medium term rental assistance.
  - iii. Substance Abuse: Contractor will screen and assess participants for alcohol and substance abuse. Case Managers must provide appropriate referrals to alcohol and substance abuse treatment services based on assessed need.
  - iv. Mental Health and Health Services: Contractor will screen and assess participants for physical and mental health needs. Case Managers must provide appropriate referrals to medical and mental health service providers based on assessed needs of participants. Case managers will ensure participants are linked to the appropriate providers who can determine eligibility for public benefit programs.
  - v. Referral Network: Contractors must, at a minimum, maintain the following referral networks: longer-term housing programs; mental and physical health programs; alcohol and substance abuse treatment programs; mainstream benefit programs; vocational counseling/training programs; employment development/placement programs; life skills training programs; support groups; and legal aid programs.
  - vi. Referral Procedures: Contractors must establish referral and follow-up procedures to confirm all referrals made to other services. Documentation of referrals made and referral confirmation must be maintained in participant files.
  - vii. Employment Development/Placement Programs: Contractors must establish and maintain effective working relationships with employment programs, including Work Source Centers, and assist participants in participating in services to prepare for and obtain employment.
  - viii. Progress Notes: Case managers must routinely document the content and outcome of case management meetings with participants, and document their progress in achieving the desired outcomes.



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- ix. Follow-up Case Notes: Case managers must perform follow-up contact for one month (e.g. phone calls, home visits, etc.) with participants that have achieved successful housing placement goals, and must adequately document the follow-up contact in the participant files.

- 28. Contractors may designate case management space at the site or at another site (program or administrative) that is reasonably close and easily accessible by program participants. If the case management space is located off-site, contractor must provide transportation to and from the case management site

**PARTICIPANT MASTER FILE**

- 29. Contractor shall maintain a file for each participant that contains the following, but not limited to:
  - a. Referral Documentation – Initial triage assessment from CES if applicable
  - b. Comprehensive Standardized Assessment
  - c. Individualized Housing and Supportive Services Plan
  - d. Documentation verifying the participant's eligibility to receive assistance
  - e. Photo of the participant taken at the time of enrollment.
  - f. A copy of the participant's Photo ID

**FEES TO RESIDENTS**

- 30. Short-term Crisis Housing shall be provided free of charge to all participants. Additionally Contractors may not require religious participation as a condition of receiving services and the participant's' stay in the shelter must not be contingent upon their participation in chores or shelter maintenance responsibilities.

**LENGTH OF STAY**

- 31. Programs are encouraged to limit the maximum length of stay for homeless individuals in Short Term Crisis Housing to 90 days.
- 32. If the participants must remain in crisis housing for longer than 90 days, the Contractor must document the reason(s) for the extension of time beyond 90 days and the identified stable housing or other temporary housing the participant is waiting to access. Contractor should ensure that this documentation has been entered into the participant's HMIS record by the Case Manager.

**PERSONNEL**

- 33. Contractor shall ensure that all staff and volunteers that will work with or may come into contact with transition age youth who may be served in the program are finger printed and pass a criminal background (Life Scan) check before working with any youth who are served in the program.



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34. Contractor shall provide 14 hour residential management and security services by qualified staff to ensure the safety of all participants and staff.
35. Contractor shall assign a sufficient number of staff with background experience and expertise to provide the services required in the Statement of Work.
36. Contractor shall provide bilingual staff to meet the needs of the homeless and imminently at-risk of homelessness participants receiving services and benefits. When a participant's primary language is other than English or the participant is hearing-impaired, information shall be provided either through written materials in the appropriate language or by presentation of an interpreter in the language the participant understands.
37. Contractors shall provide LAHSA within 10 business days of the commencement of this Contract with the standards utilized use to certify fluency of staff in reading, writing, and speaking both English and the other language(s) in which they are providing services other than English (e.g., Native speaker and/or educational level in language).
38. Contractor shall ensure that verbal instructions and written materials are in the languages of applicants receiving homeless benefits and services. Contractors shall ensure these materials are accurately translated. Contractor shall provide LAHSA with the methodology used for certification.
39. Contractors shall provide training programs for all new employees and continuing in-service training for all employees.
40. Contractor's staff is considered Mandated Reporters of suspected child and senior abuse and must report suspicions of child or senior abuse as required by California Law.
41. Contractor employees performing services under this Contract shall attend regular Mandated Reporter trainings provided by the Department of Children and Family Services.
42. Contractor shall ensure that key management staff is present. When there is a vacancy, interim replacement is made within ten (10) calendar days of the creation of the vacancy to ensure all staff levels needed for the delivery of services is present. Contractor shall notify LAHSA in writing of any change in key management staff within ten (10) calendar days of the vacancy.

#### **FACILITIES**

43. Contractor shall operate a clean, safe and well-maintained Short Term Crisis Housing Program for homeless individuals in a facility located at the Project Address specified in the Program Profile of this Contract.
44. The facilities used to provide short term crisis housing for homeless individuals may provide beds or cots in a single-site facility with sleeping accommodations in multiple rooms or a congregate dormitory setting. If the sleeping accommodations are provided in a dormitory setting or in larger rooms containing more than two beds there must be partitions around each bed with adequate storage space for individual belongings. There must be a minimum of three (3) feet or (36 inches) between the long side of adjacent beds or cots. The configuration of beds / cots in a dormitory or large room setting must include aisles that are sufficient in size and placement to facilitate ease of egress in the event that an emergency



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evacuation of the facility is necessary. The facilities must also provide, at a minimum, cooking facilities, laundry facilities, an accessible and working telephone and basic furnishings provided in the bedrooms and common areas of the facility. All shared bedrooms and bathrooms must be for single-sex use only.

45. Contractor shall provide each participant with as much privacy and personal space as possible. Each participant must at a minimum, be provided with a bed, clean linens, a pillow, blanket and a personal closet/locker for storing and hanging clothes and other personal effects.
46. Contractor shall ensure that their crisis housing sites are in a safe neighborhood and that the sites are maintained in good condition with regard to paint, plumbing, electricity, and other basic up-keep to the property.
47. Contractor shall procure all applicable licenses or permits necessary to meet the code regulations required to operate the Program funded under this Agreement.
48. Contractor shall provide trained security personnel and/or appropriate security measures for the safety of homeless individuals and staff.
49. Contractor shall provide two (2) meals per day to each participant consisting of a hot dinner and breakfast. In lieu of a breakfast meal, contractor may offer a "sack lunch" for consumption when the participant leaves the site for the day.
  - a. Meals must be served in an area specifically designated for meal consumption where adequate space for comfortable, seated dining is available to each participant
  - b. Meals must be nutritionally adequate in accordance with U.S. Department of Agriculture guidelines
  - c. If kitchen facilities are not available on site, provisions must be made for external food sources to be brought in or arrangements must be made for adequate meals for each participant served by the program.
50. Health and Safety:
  - a. Clean and Safe Facilities: Contractor shall ensure that shelter facility meet all local State, and federal health and safety requirements. Contractors must ensure that all Crisis Housing service sites, including shelter facilities and supportive services sites are maintained in a clean, sanitary / healthful condition and are otherwise safe for their intended or actual use. Failure to do so will be considered a material breach of this contract and will result in LAHSA taking remedial actions up to and including termination of this Agreement
  - b. Inspections: Authorized representatives of LA City and LAHSA shall have the right to monitor and conduct on-site inspections at any Subcontractors' site(s) that house and provide Crisis Housing services to homeless individuals. The City of LA and LAHSA reserve the right to conduct unannounced site visits, as deemed necessary.





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51. Health and Fire Inspections: Contractor understands and agrees that City/County may have the appropriate Department of Public Health or Fire (Los Angeles County or jurisdictional city) inspect the Contract service sites, including shelters and supportive service sites, as often as once every three months or upon receipt of a complaint to determine if the facility is sanitary, healthful, and otherwise safe for its intended or actual use.
52. Contractor shall be provided with a written report as to the conditions at the facility and shall either correct any and all deficiencies within thirty (30) calendar days of receipt of the report or may request an extension of time from the appropriate Public Health or Fire Department to make such corrections. Contractor shall forward a copy of the Health or Fire Department's response to LAHSA. Failure to permit inspection or cure the defect(s) in a timely manner will be considered a material breach of this contract and will result in LAHSA taking remedial actions up to and including termination of this Agreement.

#### **COMMUNITY BASED COLLABORATIVE REQUIREMENTS**

53. The Coordinated Entry System (CES) is a collaborative, community based response to address homelessness for single adults, chronically homeless persons and veterans in the LA CoC and is coordinated at the Service Planning Area or regional level. Contractors shall actively participate with their SPA's CES Lead Agency, LAHSA, the city and county and other nonprofit providers and community stakeholders in CES system. Said participation will include, but not be limited to; building and maintaining a collaborative of community partners that can provide crisis housing and access to permanent housing, information, supportive services and resources that homeless adults need to become stably housed. Contractor shall manage the relationships with its community partners in the CES system to ensure their partners actively participate in the collaborative and make services available to eligible homeless individuals.
54. Contractor shall participate in the Los Angeles Continuum of Care Homeless Management Information System (LA CoC HMIS) and shall also comply with all the HMIS requirements as required of Contractor under the terms of this Agreement.
55. The Continuum of Care (CoC) wide coordination of the project will be overseen by the LAHSA Individual Systems Integration Manager (ISIM). Contractors funded under the program are required to work closely with the ISIM to ensure coordinated and standardized operations across all regions in the Continuum.
56. Contractor shall ensure that the Program Director or Senior Program Manager in charge of operations attends and participates in regular mandatory system and service coordination meetings to be held at LAHSA or at various locations throughout the County.
57. Contractor shall ensure collaboration and leveraging of resources with Community Partners to provide any additional services that the participant may require. Contractor shall have formal, written agreements in place with community partners to ensure the [provision of these services. Contractors shall be able to demonstrate direct and coordinated links to community partners.



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#### **HMIS ENROLLMENT AND DOCUMENTATION OF SERVICES**

58. In order to provide well-coordinated support for participants and manage the limited resources available in the CoC, Contractors shall utilize HMIS to track participant served and the benefits provided.
59. Contractor shall ensure that all participants served sign the HIMS Interagency Data Sharing consent for granting other providers access to their information.
60. Contractor shall ensure they collect all required data in HMIS for all participants served and enter that information into HMIS within the following timeframes:
  - a. Create the participant's record in HMIS within one (1) business day of the participant's initial screening for benefits and program enrollment.
  - b. Contractor must utilize the bed assignment function in HMIS to assign the participant to a numbered bed in the crisis housing program / facility on the same day that the participant actually enters the facility.
  - c. Update the participant's standardized assessment in HMIS within one (1) business day of the standardized assessment.
  - d. Update the participant's housing status within one business day
  - e. Update information on services provided to the participant within a 2-day period following the provision of services.
  - f. If applicable, update information on financial assistance benefits provided to the participant no later than the same business day as the benefits are requested.
61. Contractors shall run weekly data evaluation reports to ensure that all data entered in HMIS is accurate, complete and meets the requirements for timely data entry. Contractors should maintain verification on file that these validation reports were run, reviewed, and that corrections were made.
62. Once the HMIS system has been updated to accommodate coordinated access of crisis and permanent housing resources, Contractor shall utilize the HMIS to manage vacancies, fill vacancies, and manage coordinated access lists for crisis and permanent housing.

#### **PROGRAM REPORTS**

63. Contractor shall submit a report of participants served, the benefits and services provided to participants, complaints, and other reporting requirements as required by the city and LAHSA.

#### **FRAUD REFERRALS**

64. When Contractors suspect that fraud is being committed against LAHSA funded programs, Contractor shall make a fraud referral to LAHSA.

#### **CUSTOMER SERVICE**

65. Contractor shall implement an active Customer Service Program in order to secure feedback from participants regarding their experiences with the program. The Customer Service Program must be approved by LAHSA and recommended changes to the Program must be made allowing a minimum of ten (10) business days for review.



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66. LAHSA and/or the city will monitor for the quality of the Contractor's Customer Service with randomly selected participant for telephone and/or site surveys. LAHSA and/or the city at its sole discretion may change the means of measuring this standard via a Change Notice.

#### **MATERIALS, EQUIPMENT, AND INVENTORY**

68. The purchase of all materials/equipment to provide the needed services is the responsibility of the Contractor. Contractor shall use materials and equipment that are safe for the environment and safe for use by the employee.
69. Contractor shall establish and maintain an inventory to include the following information when materials/equipment are purchased with LAHSA funds:
- a. Name and phone number of Contractor's contact person where equipment is located;
  - b. Address where equipment is located;
  - c. Type of equipment;
  - d. Brand and model number of equipment;
  - e. Cost of equipment, funding source(s), and amount of LAHSA funds used in the purchase, as appropriate.
70. Contractor shall request and receive prior authorization from LAHSA to purchase any piece of equipment in excess of \$5,000 that is necessary to perform all services required under this Contract.
71. Unless applicable federal or State law requires otherwise, LAHSA shall be the sole owner of all rights, title, and interest in any and all equipment purchased by Contractor with one hundred (100) percent of LAHSA funds.
72. Upon termination or expiration of this Contract, all Contractor equipment purchased with LAHSA funds and equipment provided by LAHSA shall be returned to LAHSA with an appropriate notice to Contractor.
73. Contractor shall provide all equipment necessary to perform all services required by this Contract.
74. Contractor shall provide sufficient telephone lines at its site(s).
75. Contractor shall have responsibility for installation, repair and replacement of telephones and/or lines. This may include reasonable costs for replacement of cell phones.

#### **COMPUTER EQUIPMENT SUPPLIES AND SECURITY**

76. Contractor shall provide necessary computer equipment and supplies (e.g., terminals, controller, paper, printer ribbons, etc.) to provide services.
77. Contractor shall report to LAHSA, the loss, vandalism or theft of computer supplies and equipment within 24 hours after discovery. For stolen equipment, Contractor shall contact the local law enforcement agency and submit a copy of the police report to LAHSA within 24 hours of receipt of the police report, excluding weekends and holidays.
78. Contractor shall provide all security for computers and printers and computer access to ensure that the equipment is secure.