



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 (Attachment A) together comprise the entire Statement of Work for Short Term Crisis Housing.

**YOUTH COORDINATED ENTRY SYSTEM (YCES)
2015-2016 SHORT TERM CRISIS HOUSING FOR UNACCOMPANIED YOUTH
SCOPE OF REQUIRED SERVICES (SRS)**

CRISIS HOUSING COMPONENT OVERVIEW

1. Short Term Crisis Housing (Emergency Shelter) will provide a safe and supportive 24 hour residence for homeless unaccompanied minor youth between the ages of 12 to 17 for a period of up to 21 days. All crisis housing programs must work in collaboration with LAHSA and the coordinated entry system being developed for youth in the Los Angeles Continuum of Care (LA-CoC).
2. Short-term crisis housing
 - a. Must be site-based emergency shelters.
 - b. Expected length of stay is up to 21 days per CA State regulations.

CONTRACTOR OBLIGATIONS

3. Contractor is hereby contracted to provide the number of beds of Short Term Crisis Housing and serve the number of unduplicated unaccompanied minor youth 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 unaccompanied minor youth.
5. Contractor agrees to maintain and make accessible to unaccompanied minor youth, 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 safe and stable housing (of permanent duration if possible). 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

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Housing which is located at the following link: www.lahsa.org/contracts.asp and is incorporated herein by reference.

8. Contractor shall provide unaccompanied minor youth 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 unaccompanied minor youth 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 unaccompanied minor youth. Contractor shall be responsible for reimbursing LAHSA for all charges paid for benefits and services provided to ineligible unaccompanied minor youth if LAHSA determines that benefits and services were provided to ineligible youth.
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



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factors which include but are not limited to a change in a region's need and agency performance.

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.

YOUTH ELIGIBILITY FOR SERVICES

19. Minor unaccompanied youth 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 582). Contractors will be responsible for documenting the determination of the youth's homeless status in HMIS and the participant master file.
20. Contractor shall be responsible to ensure that it obtains and documents legal authorization to provide crisis housing and services to the minor unaccompanied youth. This may be accomplished either through receiving written permission for the youth to participate in the program from his/her parent or legal guardian or by opening a case for the youth with the Department of Children and Family Services (DCFS)

REQUIRED PROVISION OF SERVICES

21. Contractors providing crisis housing for unaccompanied minor youth are funded for and shall provide the following services directly to minor youth participating in the program: case management, 24-hour residential supervision, crisis intervention, security, meals, restrooms and showers.
22. Contractors providing crisis housing for unaccompanied minor youth shall ensure that the following services are accessible and provided to youth in the program by public or private, nonprofit 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.
24. Intake – An intake will be completed for each minor unaccompanied youth referred for or seeking short term crisis housing. The intake will determine the youth's eligibility for services, the circumstances causing or contributing to their homelessness or at imminent risk of homelessness condition, and will begin the process of gathering documentation to seek legal authorization to house and serve the minor youth.
25. Assessment: A comprehensive assessment will be completed for each youth using the LA CoC Standardized Assessment tool for youth that will identify the participant's barriers to safe and stable housing or 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. 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.

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26. **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 ISP and to document progress in these areas supporting the participant's rapid transition to safe and stable housing (of permanent duration if possible).

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 and Supportive Service Plan (IHSSP).
- C. Contractor understands that under this Agreement, case management and the development of the ISP 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.



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- 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.
 - 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.
24. 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

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

FEES TO RESIDENTS

25. 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 youth's stay in the shelter must not be contingent upon their participation in chores or shelter maintenance responsibilities.

EDUCATION

26. Contractor must, as required by the McKinney-Vento Act and as amended by the HEARTH Act, provide documentation that demonstrates that Contractor has established education-related policies and practices for youth enrolled in Contractor's program. The Contractor



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must not only document Contractor's education-related policies and practices for Contractor's clients, but also document the process by which the Contractor established these policies and practices to ensure compliance with the McKinney-Vento Act, as amended by the HEARTH Act.

27. Contractor must, as required by the McKinney-Vento Act and as amended by the HEARTH Act, designate a staff person to ensure that children participants are enrolled in school and connected to the appropriate services within the community. Contractor must document, in writing, its process for identifying/hiring a designated staff person, including any budget or resource implications, to ensure compliance with the McKinney-Vento Act, as amended by the HEARTH Act.

LENGTH OF STAY

28. Programs are encouraged to limit the maximum length of stay for unaccompanied minor youth in Short Term Crisis Housing to 21 days as required by CA State regulations.
29. If the youth must remain in crisis housing for longer than 21 days, the Contractor must document the reason(s) for the extension of time beyond 21 days, including written authorization for the extended stay from the LA County Department of Children & Family Services (DCFS) and the identified stable housing or other temporary housing the youth is waiting to access. Contractor should ensure that this documentation has been entered into the youth's HMIS record by the Case Manager.

PERSONNEL

30. Contractor shall ensure that all staff and volunteers that will work with or come into contact with minor youth are finger printed and pass a criminal background (Life Scan) check before working with youth in the program.
31. Contractor shall provide 24 hour residential management and security services by qualified staff to ensure the safety of all participants and staff.
32. Contractor shall assign a sufficient number of staff with background experience and expertise to provide the services required in the Statement of Work.
33. Contractor shall provide bilingual staff to meet the needs of the homeless and imminently at-risk of homelessness youth receiving services and benefits.. When a youth's primary language is other than English or the youth 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 youth understands.
34. 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).
35. Contractor shall ensure that verbal instructions and written materials are in the languages of applicants receiving homeless benefits and services. Contractors shall ensure these



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materials are accurately translated. Contractor shall provide LAHSA with the methodology the used for certification.

36. Contractors shall provide training programs for all new employees and continuing in-service training for all employees.
37. 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.
38. Contractor employees performing services under this Contract shall attend regular Mandated Reporter trainings provided by the Department of Children and Family Services.
39. 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

40. Contractor shall operate a clean, safe and well-maintained Short Term Crisis Housing Program for unaccompanied, minor youth in a facility located at the Project Address specified in the Program Profile of this Contract.
41. The facilities used to provide crisis housing for unaccompanied minor youth may provide private or shared bedrooms with no more than two (2) persons per bedroom, and may be of the following types: single family house; 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. 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.
42. Contractor shall provide each youth with as much privacy and personal space as possible. Each youth 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.
43. 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.
44. Contractor shall procure all applicable licenses or permits necessary to meet the code regulations required to operate the Program funded under this Agreement.
45. Contractor shall provide trained security personnel and/or appropriate security measures for the safety of unaccompanied minor youth and staff.
46. Contractor shall provide three (3) meals per day to each minor youth. In lieu of a meal, contractor may offer a "sack lunch" for consumption if the youth will leave the site for the day.



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- a. Meals must be served in an area specifically designated for meal consumption where adequate space for comfortable, seated dining is available to each youth
 - 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 youth served by the program.
47. 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 contract.
 - b. Inspections: Authorized representatives of City and LAHSA agencies shall have the right to monitor and conduct on-site inspections at any Subcontractors' site(s) that house and provide Shelter services to unaccompanied minor youth. The city and LAHSA reserve the right to conduct unannounced site visits, as deemed necessary.
48. 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.
49. 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 contract.

COMMUNITY BASED COLLABORATIVE REQUIREMENTS

50. The Youth Coordinated Entry System (YCES) is a collaborative, community based response being developed to address youth homelessness in the LA CoC and is projected to be coordinated at the Service Planning Area or regional level. Contractors shall actively participate with LAHSA, the city and county and other nonprofit providers and community stakeholders in the development of the 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 youth need to become stably housed. Contractor shall manage the

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relationships with its community partners to ensure their partners actively participate in the collaborative and make services available to eligible youth.

51. 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.
52. The Continuum of Care (CoC) wide coordination of the project will be overseen by the LAHSA Youth Systems Integration Manager (YSIM). Contractors funded under the program are required to work closely with the YSIM to ensure coordinated and standardized operations across all regions in the Continuum.
53. 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.
54. Contractor shall ensure collaboration and leveraging of resources with Community Partners to provide any additional services that the youth may require. Contractor shall have formal, written agreements in place with community partners, and a liaison established with the Los Angeles County Department of Children and Family Services (DCFS) and the school district in which the crisis housing operates for the provision of child welfare and education services for the homeless youth served by the system. Contractors shall be able to demonstrate direct and coordinated links to community partners.

HMIS ENROLLMENT AND DOCUMENTATION OF SERVICES

55. In order to provide well-coordinated support for youth and manage the limited resources available in the CoC, Contractors shall utilize HMIS to track youth served and the benefits provided.
56. Contractor shall ensure that all youth served sign the HIMS Interagency Data Sharing consent for granting other providers access to their information.
57. Contractor shall ensure they collect all required data in HMIS for all youth served and enter that information into HMIS within the following timeframes:
 - a. Create the youth's record in HMIS within one (1) business day of the youth's initial screening for benefits and program enrollment.
 - b. Contractor must utilize the bed assignment function in HMIS to assign the youth to a numbered bed in the crisis housing program / facility on the same day that the youth actually enters the facility.
 - c. Update the youth's standardized assessment in HMIS within one (1) business day of the standardized assessment.
 - d. Update the youth's housing status within one business day
 - e. Update information on services provided to the youth within a 2-day period following the provision of services.
 - f. If applicable, update information on financial assistance benefits provided to the youth no later than the same business day as the benefits are requested.



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58. 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.
59. 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

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

FRAUD REFERRALS

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

CUSTOMER SERVICE

62. Contractor shall implement an active Customer Service Program in order to secure feedback from youth 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.
63. LAHSA and/or the city will monitor for the quality of the Contractor's Customer Service with randomly selected youth 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.



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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.