

This Scope of Required Services (SRS) for Bridge 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 Bridge Housing.

**COORDINATED ENTRY SYSTEM (CES)
2016-2017 BRIDGE HOUSING (RESERVED CRISIS HOUSING) FOR HOMELESS PERSONS
SCOPE OF REQUIRED SERVICES (SRS)**

BRIDGE HOUSING (RESERVED CRISIS HOUSING) COMPONENT OVERVIEW

1. Bridge Housing (Reserved Crisis Housing) will provide a safe and supportive 24 hour residence to individuals while they are assisted as quickly as possible in moving into permanent housing. The following individuals are eligible for bridge housing:
 - a. Homeless individuals, identified through CES and matched to permanent housing (includes rapid re-housing or permanent supportive housing).
 - b. High-acuity homeless individuals (Priority score of 3 on the LA CoC-adopted coordinated assessment tool) who have not yet been matched to permanent housing.
 - c. Homeless individuals who have utilized 14 consecutive days of crisis shelter, whose beds may be transitioned to bridge (reserved crisis) beds.
 - d. Individuals exiting institutions, as defined in the exhibit named "Eligibility and Verification for Individuals Exiting Institutions."

All crisis housing programs must work in collaboration with LAHSA and the Coordinated Entry System (CES) serving the homeless individuals throughout Los Angeles County.

2. Bridge Housing (Reserved Crisis Housing) (BH) for Homeless individuals:
 - a. Must be site-based emergency shelters providing 24 hour reserved beds for eligible participants.
 - b. Must serve only homeless individuals that have been matched to the appropriate permanent housing intervention (rapid re-housing and permanent supportive housing) and referred to BH by a CES Housing Matcher or CES Housing Navigator.
 - c. Housing Navigation Services remain the responsibility of the assigned CES Housing Navigator (including rapid re-housing staff).
 - d. BH Case Managers must coordinate case management services in collaboration with the assigned CES Housing Navigator to ensure that the participant is able to access and benefit from all services needed to support the participant's successful transition to permanent housing.
 - e. Expected length of stay is from 90 up to 120 days.

DEFINITIONS:

3. "Matched to Permanent Housing" means that as a result of a completed CES survey packet, a homeless person has been determined to be eligible for either rapid re-housing assistance or a permanent housing subsidy and is either enrolled in a rapid re-housing program or is in the process of applying for and/or being approved for a permanent housing subsidy.

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4. “High-acuity individuals” means individuals who have a Priority score of 3 (Acuity score 8-17) on the LA CoC-adopted coordinated assessment tool (CES Survey or Next Step Tool for Youth).
5. “Permanent Housing” means either a rapid rehousing resource (Rapid Rehousing for Adults and Veterans, Housing and Jobs Collaborative, or Supportive Services for Veterans and Families) or permanent supportive housing (any housing voucher with supportive services).

CONTRACTOR OBLIGATIONS

4. Contractor is hereby contracted to provide the number of beds of Bridge 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.
5. Contractor shall ensure that it maintains an average of 95% full occupancy in its Bridge Housing program for homeless individuals. Contractor shall communicate with the CES Lead Agency and rapid re-housing providers operating in their SPA on a daily basis as needed to inform them of available RCH beds and solicit referrals of eligible participants.
6. 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.
7. 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.
8. 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 and is incorporated herein by reference.
9. Contractor shall provide homeless individuals with as much assistance as necessary to comply with the terms of this Agreement.
10. Unless otherwise exempted for reasons of participant safety and confidentiality, Contractor shall participate in the Los Angeles Continuum of Care Homeless Management Information

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System (LA CoC HMIS) and shall also comply with all the HMIS requirements as required of Contractor under the terms of this Agreement.

11. 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.
12. For Contractor's providing Short Term Crisis Housing (Emergency Shelter), Medium Term Crisis Housing (Transitional Housing), Bridge 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.
13. Contractor shall manage and ensure that benefits and/or services are provided to eligible individuals who are homeless and meet all of the eligibility criteria defined in this Scope of Required Services (SRS).
14. 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.
15. Contractors must ensure that any housing provided under this contract meets the Department of Housing and Urban Development (HUD)'s applicable habitability standards.
16. Contractor shall post all posters and materials as directed by LAHSA in a manner that is accessible to the public.
17. Contractor shall meet with LAHSA and community partners as needed, to discuss programmatic issues, general procedural issues, and general concerns. Either LAHSA or the Contractor may request such a meeting.
18. 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.
19. LAHSA shall monitor performance of all Contractors at least annually or as required by LAHSA, and submit written reports detailing monitoring results to Contractor.

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ELIGIBILITY FOR SERVICES

20. Individuals must be determined to be homeless according to HUD's Final Rule on "Defining Homeless". Contractors will be responsible for recording the determination of the participant's homeless status and RCH eligibility which may be:
 - a. received from the CES Housing Matcher or Navigator from HMIS and the participant master file, or,
 - b. may be determined by administering the CES Survey Assessment or Next Step Tool for Youth
21. Contractors serving individuals exiting institutions shall require additional eligibility verifications. For a description of these terms, please see exhibit titled "Eligibility and Verification for Individuals Exiting Institutions."

REQUIRED PROVISION OF SERVICES

22. Contractors providing Bridge Housing for homeless individuals meeting the above eligibility criteria are funded for and shall provide the following services directly to program participants: case management services that are coordinated with the CES Housing Navigation process, 24-hour residential supervision, crisis intervention, security, meals, restrooms and showers.
21. Bridge Housing providers for homeless, single adults meeting the above eligibility criteria will provide the following services:
 - a) Accept referrals of eligible participants from the CES Housing Matchers or Navigators.
 - b) If timing permits, RCH case managers should meet with the Housing Navigator who transports the new RCH participant to the shelter to begin the case management coordination process.
 - c) Obtain completed homeless eligibility determination and documentation of homeless status and RCH program eligibility from the CES Matcher or Housing Navigator making the referral OR obtain homeless eligibility determination and documentation of rapid re-housing program eligibility from the rapid re-housing case manager making the referral.
 - d) Perform intake and record program enrollment in HMIS within 24 hours of participant entering RCH.
 - e) Work with participants and CES staff to facilitate appointments with CES Housing Navigators/Matchers.
 - f) Case management and supportive services offered are coordinated with the CES housing plan, and every attempt is made to engage participants in services offered, however participation in these services is not required as a condition of receiving Bridge Housing.
 - g) Case management services focus on the goal of permanent housing placement.
 - h) Coordination of the Individualized Housing Stabilization Plan (IHSP) with the CES Housing Navigator or rapid re-housing case manager that details the services to be provided by the RCH case manager in support of the participant's plan.
 - i) Enrollment into mainstream benefits, if applicable.

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- j) Provide access to medical, mental health, substance abuse recovery, legal, education/life skills services as needed.
 - k) Provide crisis intervention services to participants of the program as needed.
 - l) Provide Residential Management and Security Services to ensure the safety of all participants and staff.
 - m) Provide an adequate number of clean and well operating restrooms and showers for crisis housing participants.
22. 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.
23. Case Management: Participants who choose to accept RCH case management services will meet with their Case Manager's at least once a week to establish and assess progress toward their successful transition to permanent housing. This includes facilitating the participant's keeping of all appointments necessary for accomplish the short and long term goals of their plan through the arrangement of transportation services and appointment reminders provided to participants.
- A. Contractor shall hire or designate staff to provide case management services to participants in the Program.
 - B. RCH case management services should be primarily provided on-site. If the case management services are provided off-site, contractor must provide transportation to and from the case management site.
 - C. 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.

PARTICIPANT MASTER FILE

28. Contractor shall maintain a file for each participant that contains the following, but not limited to:
- a. Referral Documentation – Written referral from CES Housing Matcher, CES Navigator, or rapid re-housing case manager.
 - b. Completed CES Assessment & Homeless Eligibility Documentation (to be provided by CES staff with referral packet)
 - c. Individualized Housing Stabilization Plan (IHSP)
 - d. Photo of the participant taken at the time of enrollment.
 - e. A copy of the participant's Photo ID

FEES TO RESIDENTS

29. Bridge 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

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

LENGTH OF STAY

30. Programs are encouraged to work with each participant's CES Housing Navigator or rapid re-housing case manager to limit the maximum length of stay for homeless individuals in Bridge Housing to 120 days.
31. If the participants must remain in crisis housing for longer than 120 days, the Contractor must document the reason(s) for the extension of time beyond 120 days and the identified permanent housing 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

32. Contractor shall ensure that all staff and volunteers that will work with or may come into contact with participants in the program are finger printed and pass a criminal background (Life Scan) check before working with any participants who are served in the program.
33. Contractor shall provide 24 hour residential management and security services by qualified staff to ensure the safety of all participants and staff.
34. Contractor shall assign a sufficient number of staff with the background experience and expertise necessary to provide the services required in the Statement of Work.
35. Contractor shall provide bilingual staff to meet the needs of the homeless 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.
36. 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).
37. 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.
38. Contractors shall provide training programs for all new employees and continuing in-service training for all employees.
39. 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.
40. 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

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LAHSA in writing of any change in key management staff within ten (10) calendar days of the vacancy.

41. Contractor shall ensure that all staff using HMIS are required to attend a training entitled HMIS-101 (SWIPE) and Biometric Training. Those running and maintaining reports must also take HMIS-200 (Data Quality). Dates and times are available on the LASHA training website (<http://training.lahsa.org>).

FACILITIES

42. Contractor shall operate a clean, safe and well-maintained Bridge Housing Program for homeless individuals in a facility located at the Project Address specified in the Program Profile of this Contract.
43. The facilities used to provide Bridge 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 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.
44. 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.
45. 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.
46. Contractor shall procure all applicable licenses or permits necessary to meet the code regulations required to operate the Program funded under this Agreement.
47. Contractor shall provide trained security personnel and/or appropriate security measures for the safety of homeless individuals and staff.
48. Contractor shall provide three (3) meals per day to each participant consisting of a hot dinner, breakfast and lunch. In lieu of a lunch 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

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- 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.
49. 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 or County and LAHSA shall have the right to monitor and conduct on-site inspections at any Subcontractors' site(s) that house and provide Bridge Housing services to homeless individuals. The City and County of LA and LAHSA reserve the right to conduct unannounced site visits, as deemed necessary.
50. 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.
51. 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

52. The Coordinated Entry System (CES) is a collaborative, community based response to address homelessness for single adults (includes chronically and non-chronically homeless persons and veterans in the LA CoC)
53. 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

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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.

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.

HMIS Enrollment and Documentation of Services

57. 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.
58. Contractor shall ensure that all participants served sign the HIMS Interagency Data Sharing consent for granting other providers access to their information.
59. 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. Using SWIPE feature and HMIS Quick Assessment feature create the participant's record in HMIS within one (1) hour of entry into shelter.
 - b. Complete participant's initial screening for benefits and program enrollment within (1) one business day.
 - c. Contractor must utilize the SWIPE function and 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.
 - d. Update the participant's standardized assessment in HMIS within one (1) business day of the standardized assessment.
 - e. Update the participant's housing status within one business day
 - f. Update information on services provided to the participant within a 2-day period following the provision of services.
 - g. If applicable, update information on financial assistance benefits provided to the participant no later than the same business day as the benefits are requested.

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60. 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.
61. 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

62. 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 county and LAHSA.

FRAUD REFERRALS

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

CUSTOMER SERVICE

64. 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.
65. LAHSA and/or the city or county 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 or county 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.



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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.

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COMPUTER EQUIPMENT SUPPLIES AND SECURITY

76. Contractor will receive computer, printing and other equipment from LAHSA. Contractor is responsible for this equipment and must promptly return it to LAHSA at the end of the program. Contractors shall return all equipment LAHSA has loaned within forty-five (45) days of Program end. Contractor will be responsible for any lost or damaged equipment. Failure to return equipment or the return of unusable or broken equipment will result in an assessment, defined by the schedule below, of the replacement cost from the final disbursement of funds.
- a. Fargo DTC Single-sided printer for \$2379
 - b. White PVC Cards, CR80, 30MIL, 500 Count, \$45 each
 - c. Persona 5160 USB Fingerprint Readers, \$135 each
 - d. Fargo DTC Single-sided printer for \$2379
 - e. White PVC Cards, CR80, 30MIL, 500 Count, \$45 each
 - f. Persona 5160 USB Fingerprint Readers, \$135 each
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.