



2016-2017 Coordinated Entry System: Regional & Outreach Coordination for Individuals & Youth Scope of Required Services (SRS)

This Scope of Required Services (SRS) for CES Regional & Outreach Coordination for Individuals and Youth contains a written summary of and links to detailed information regarding the services that must be provided to the Los Angeles CoC. This SRS and the documents that are linked hereto in combination with the Program Profile (Exhibit A) and the Performance Targets together comprise the entire Statement of Work for CES Regional & Outreach Coordination for Individuals and Youth.

COORDINATED ENTRY SYSTEM FOR HOMELESS INDIVIDUALS AND YOUTH SYSTEM OVERVIEW

Coordinated Entry System (CES) is a participant centered process that streamlines access to the most appropriate housing interventions for adults and youth (16-24) experiencing homelessness, and transition age youth experiencing homelessness or housing instability. Coordinated Entry System for Individuals (CES for Individuals) and Youth Coordinated Entry System (CES for Youth) benefit the community by increasing coordination among community providers, and providing systematic, efficient targeting of appropriate housing resources. The system ensures that permanent supportive housing resources are dedicated to our most vulnerable homeless residents, that those needing less intensive services are provided with services appropriate to meet their specific needs, and that all homeless adults and transition age youth are supported in their efforts to get off the streets and into housing as quickly as possible. Regional and coordinated access to housing and services ensures that adults and youth experiencing homelessness, and youth experiencing housing instability, do not have to go to multiple agencies to obtain housing and services assistance.

ESSENTIAL COMPONENTS OF THE COORDINATED ENTRY SYSTEM

Entry Point: No wrong door to the system regardless of population or point of entry; including outreach, crisis housing, and access centers.

Common Approach: Providers utilize Housing First, Harm Reduction, and client centered service delivery.

Assessment: Uses population appropriate triage tool to identify which housing intervention is best suited for each household's needs. The triage and assessment phase collects information for: diversion, crisis and bridge housing or other emergency needs, and targeted prevention services for families, etc.

Prioritization: Ensures households with the most severe needs and levels of vulnerability are prioritized for housing and homeless assistance.

Housing Navigation: Ongoing engagement, case management, and document collection in order to facilitate a linkage to an appropriate housing resource.

Linkage: Connects households to the best suited, safe and stable housing and resources.

Housing Stabilization: Short term or indefinite supportive services, depending on need, either attached to housing or in the community, in order to support stable housing.

Information Sharing: Common HMIS database and case conferencing/care coordination.

Coordination: Strategic effort to enhance system efficiency and effective resource management through SPA-wide collaboration to promote an integrated and sustainable response to homelessness.

ACTIVITIES

1. Regional Coordination for Individuals & Youth: Homeless adults and youth (ages 16-24) are linked by the CES for Individuals and/or Youth CES Lead Agency to CoC funded service providers and leveraged partners through the following coordination of services:
 - 1.1. CES SPA Lead
 - 1.11. Ensure use of CES Survey Packet for individuals and the Next Step Tool for youth.
 - 1.12. Serve as Primary representative for CES in its respective SPA.
 - 1.13. Work to expand system partners and increase available resources.
 - 1.14. Organize and/or facilitate regular case conferencing, community stakeholder meetings, and work to increase participation by increasing partnerships.
 - 1.15. Coordinate and facilitate CES related trainings.
 - 1.16. Promote Housing First, Harm Reduction, and the use of Evidence Based Practices effective with the homeless population.
 - 1.2. Matching
 - 1.21. Utilize standardized CoC process for matching homeless participants to housing resources.
 - 1.22. Match eligible participants to CES, CoC, and County Rapid Re-Housing services.
 - 1.23. Match eligible participants to Permanent Supportive Housing Resources.
 - 1.24. Match participant to Housing Navigation Case Management Services.
 - 1.25. Work with housing providers to obtain referrals and fill vacancies through CES.
 - 1.26. Using available tools to coordinate and prioritize the efficient matching process for participants within the SPA.
 - 1.27. Link participants to other PHA subsidized housing.
 - 1.3. Maximize Use of CES & CoC Resources
 - 1.31. Promote use of CES Survey Packet (Individuals) and Next Step Tool (Youth).
 - 1.32. Ensure eligible Individuals and Youth are matched to CES and CoC Rapid Re-Housing and track individuals linked to this resource.
 - 1.33. Increase participation of CoC funded Permanent Supportive Housing (PSH) providers in CES & track individuals successfully linked to CoC and non-CoC PSH.
 - 1.34. Link Youth to CoC funded Transitional Housing programs.
 - 1.35. Link eligible individuals to Crisis Housing and Bridge (Crisis Reserved) Housing.
 - 1.36. Contractors shall work with CES for Families system to better coordinate services.
 - 1.4. Create & Maintain a SPA-Wide Referral Network
 - 1.41. Build a network of non-CoC funded services for homeless individuals and youth.
 - 1.42. Link participants to diversion and reunification services.
 - 1.43. LA County Department of Health Services Housing for Health, Housing & Jobs Collaborative, & Countywide Benefits Advocacy Program.
 - 1.44. LA County Department of Mental Health Housing Programs.
 - 1.45. LA County Department of Public Social Services.
 - 1.46. LA County Department of Children and Family Services.
 - 1.47. LA County Department of Probation.
 - 1.48. Veterans Administration.
 - 1.49. Physical health, mental health care, and substance abuse recovery services.



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- 1.50. Employment and/or education supports.
 - 1.51. First Responders.
 - 1.52. Referral for services for Transitional Aged Youth.
2. Outreach Coordination for Individuals: Outreach Coordination shall encompass the planning and ongoing coordination of street outreach activities in the region. This shall include a multi-disciplinary approach that ensures adequate geographic coverage and the use of best practices in outreach and engagement.
 - 2.1. Create a SPA-wide plan that ensures adequate geographic coverage with multi-disciplinary outreach teams.
 - 2.2. Coordinate street outreach and engagement with persons experiencing homelessness.
 - 2.3. Identify CoC, County, VA, and privately funded outreach resources and integrate these partners into outreach activities.
 - 2.4. Actively work with LAHSA ERT to identify hot spots and encampments to target for coordinated outreach.
 - 2.5. Ensure families and Veterans encountered during outreach activities are linked to the appropriate resources.

REGIONAL COORDINATION OVERVIEW

3. Contractor must serve as the primary representative for the Individual and/or Youth CES in their respective SPA, to support the expansion of system partners, and to facilitate the ongoing utilization of the system.
4. Contractor shall provide overall coordination for the Individual and/or Youth CES activities in their respective regions. If implementing a system of sub-regions or hubs, contractor shall ensure that the sub-regions are operating effectively, cooperatively and in a streamlined manner.
5. Contractor shall manage the relationships with its community partners to ensure their partners actively participate in the collaborative and make services available to eligible adults and youth.
6. Contractor shall work continuously with community partners and stakeholders to increase the availability and accessibility of supportive services and housing opportunities for homeless individuals and youth in the region. Contractor shall identify and incorporate new resources into the SPA CES.
7. Contractor will ensure that individuals assisted have completed the CoC approved survey packet, including the population appropriate LA CoC approved triage tool as well as any additional assessment tools.
8. Contractor shall participate in all LAHSA-required Adult & Youth CES system-wide trainings and meetings.
9. Contractor shall work with all regional partners to track CES housing placements within the region.
10. Contractor shall facilitate trainings on the administration of the Individual & Youth CES Survey Packets.



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11. Contractor shall coordinate regional “Case Conferencing” meetings for CES for Individuals and “Care Coordination” meetings for Youth CES. The goal of these meeting is to coordinate services and to track participant progress towards to goal of placement into permanent housing. Contractor shall make efforts to schedule and locate meetings in a manner convenient to all partners and to provide increased exposure to entire geography of resources in the SPA. These regional service coordination meetings shall occur no less than bi-monthly. Contractor shall maintain meeting sign-in sheets, agendas, and meeting notes in order to create a record of meeting content and attendance of community partners.
12. Contractor shall conduct quarterly stakeholder or community design meetings to ensure community providers have a feedback loop to CES lead for respective SPA.
13. Contractor shall integrate community coalitions, council of governments, and other relevant localized entities into CES.
14. Contractor shall manage a network of communication between community providers to encourage information and knowledge sharing.
15. Contractors shall coordinate regional leadership meetings that bring community partners together to evaluate the progress of the system, identify gaps, and increase linkages to key support services resources. These regional leadership meetings shall occur no less than quarterly. Contractors shall consider if a similar meeting already exists and coordinate with partners to consolidate the number of similar meetings in the SPA.
16. Contractor shall represent the Individuals and/or Youth CES at relevant regional meetings related to homeless youth and individuals.
17. Contractors shall offer partner agencies facility space if available for the provision of medical, mental health or other professional supportive services on-site.
18. Contractor ensures that all Individuals & Youth CES partners do not require a demonstration of readiness on the part of the program participant to access housing.
19. Contractor shall work collaboratively with Veterans Service providers, such as SSVF, HUD-VASH, and Grant Per Diem to assist with the community’s goal of ending Veteran homelessness.

OUTREACH COORDINATION OVERVIEW

20. Contractor will be the primary representative for CES in the SPA for street outreach activities.
21. Contractor must lead SPA-wide outreach planning and coordination of services with the goal of ensuring adequate geographic coverage.
22. Contractor must work with partners at the LA County Department of Mental Health, LA County Department of Health Services, Veterans Administration, and LAHSA Emergency Response Teams, Council of Governments, and other CoC, City, County, State, and Federally funded street outreach to build an interdisciplinary approach to coordinated outreach SPA-wide.



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- 23. Work with LAHSA ERT to support efforts to engage hot spots and encampments. In collaboration with ERT, Council of Government, and other publicly funded street outreach providers, document and maintain awareness of City and County priorities for street outreach.
- 24. Expand the participation of privately funded and faith based service providers in coordinated street outreach.
- 25. Increase participation of street outreach workers in the SPA Case Conferencing meetings.
- 26. Expand the ongoing utilization of CES Survey packets when appropriate and work to ensure providers are using the street outreach module in the CoC HMIS system.
- 27. Ensure that CoC funded and non-CoC funded street outreach staff are properly documenting homeless status according to HUD and CoC standards.
- 28. Document coordinated street outreach activities in the SPA and provide reporting to LAHSA as requested

ELIGIBILITY

29. Eligibility of individuals and youth to receive outreach services in SPA:

	Individuals	Youth
Homeless Status	Adults experiencing homelessness (Category 1 or 4) in the City of Los Angeles or the County of Los Angeles.	Transition age youth, ages 16-24, experiencing homelessness (Category 1 or 4), or are at imminent risk of homelessness (Category 2), or who would become homeless upon exiting foster care or probation; in the City of Los Angeles or the County of Los Angeles.
Age	Adults	16-24
Survey Packet	CES Survey Packet	Next Step Tool

CONTRACTOR OBLIGATIONS

- 30. Participants who identify as fleeing a domestic violence situation must be offered a connection to a domestic violence shelter at a confidential location to ensure the safety and well-being of the participant. Contractor shall follow additional guidance LAHSA provides in regards to serving this population.
- 31. Contractors are required to work collaboratively with domestic violence shelters to ensure that CES services for Individuals and Youth are made available to eligible participants receiving domestic violence services.
- 32. Contractor must comply with guidance LAHSA provides in regards to ADA standards.
- 33. Contractor agrees to maintain and make accessible to homeless Individuals and Youth, the services funded and/or required under this Agreement.



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34. Contractor shall not discriminate against individuals, in regard to the denial of enrollment for any services provided by the Individuals and Youth CES or the provision of ongoing services in the project, based upon the race, ethnicity, national origin, disability, gender, gender identity, age, sexual orientation or familial status of the applicant.
35. All CES funded programs must incorporate harm reduction policies and procedures into their program design and delivery of services. 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. 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.
36. Contractor shall operate the Program's Project Site in a clean, safe, and well-maintained environment.
37. Contractor shall provide homeless Individuals and Youth with appropriate level of services as necessary to comply with the terms of this Agreement.
38. 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.
39. Contractor shall track all benefits and services provided to Individuals and Youth by funding source in HMIS and in the agency's general ledger. All expenditures shall be reconciled to ensure accuracy.
40. Contractor shall submit accurate and timely invoices along with any requested supporting documentation which identifies benefits and services provided to homeless transition age youth. 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 ineligible participant.
41. Contractor shall procure all applicable licenses or permits necessary to meet the code regulations required to operate the Program funded under this Agreement.
42. Contractor shall post all posters and materials as directed by LAHSA in a manner that is accessible to the public.
43. The Continuum of Care (CoC) wide coordination of the project will be overseen by the LAHSA CES Coordinator and/or the Youth CES Coordinator. Each agency funded under the program is required to work with the appropriate system integration manager to ensure coordinated and standardized operations across all regions in the Continuum.



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44. 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.
45. Contractor shall ensure that the Program Director, Senior Program Manager, or CES Coordinator in charge of Adult and/or Youth CES operations attends and participates in regular mandatory system and service coordination meetings to be held at LAHSA or at various locations throughout the County.
46. Contractor shall administer financial assistance administration services. Financial assistance administration includes but is not limited to issuing payments to third party vendors such as landlords, management companies, and utility companies. No financial assistance may be issued directly to participants. Contractors shall track, coordinate, and issue direct financial assistance available through the CES.
47. All contractors must sign the HMIS Participating Organization Agreement and all personnel in need of HMIS access must sign the HMIS User Agreement and acknowledgement form for HMIS Policies and Procedures.

SUBCONTRACTORS

48. Contractor shall notify LAHSA of all PROPOSED subcontractors and obtain LAHSA's express written consent to said subcontracting prior to execution of the subcontract. Notification must be sent to LAHSA's Fiscal Department and the Systems Integration Division, and must include the following: description of services to be provided by the proposed subcontractor; explanation of why and how the subcontractor was selected, including the degree of competition obtained; notice if the proposed subcontractor's firm is a minority, women-owned, disadvantaged, or disabled veterans business enterprise; and a resume of the proposed subcontractor's background and experience. LAHSA must approve all subcontractors prior to the Contractor entering into the subcontract agreement.
49. Contact information for all subcontractors must be provided to LAHSA's Fiscal Department and Systems Integration Division. Changes in contact information of subcontractors must be communicated to LAHSA within 10 days of the change.
50. Contractor shall provide training and guidance to subcontractors in order to facilitate capacity building and ensure program compliance. LAHSA's approval of a proposed subcontractor shall not relieve Contractor of any requirements under this Agreement, nor be construed to constitute a determination of the allowability of any cost under the Agreement.
51. Contractor shall flow-down all applicable terms and conditions of this Agreement to any approved subcontractors in the form of a written Subcontractor Agreement, which will be made available to LAHSA as requested.
52. Contractor shall ensure that all subcontractors participate in all LAHSA-led trainings and receive LAHSA-issued guidance.
53. Contractor shall monitor performance of all subcontractors at least semi-annually or as required by LAHSA, and submit written reports detailing monitoring results to LAHSA. After the third semi-



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annual monitoring is completed for all Contractors, LAHSA will evaluate whether the monitoring frequency may be reduced to an annual basis. LAHSA will consider the results of the prior monitoring, Contractors' need for technical assistance, recommendation of Contractor and other relevant factors.

54. Contractor shall provide copies of MOU and program budget for all subcontractors to LAHSA CES system manager.

PERSONNEL

55. Contractor shall employ qualified staff at a level in alignment with the LAHSA-approved program budget.
56. Contractor shall assign a sufficient number of staff with background experience and expertise to provide the services required in the Statement of Required Services.
57. Contractor shall provide bilingual staff when possible, to meet the needs of the homeless individual receiving services and benefits from the Individuals and Youth CES. When a homeless individual's primary language is other than English or the individual 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 individual understands. Contractor may utilize an interpreter provided by the individual (e.g., a relative or friend), if the individual requests the use of a family member or a friend. The use of minors as interpreters is strongly discouraged, except in emergency situations or at the individual's request.
58. Contractor 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).
59. 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 they used for certification.
60. Contractor shall provide training programs for all new employees and continuing in-service training for all employees.
61. Contractor shall ensure staff complete all trainings mandated by LAHSA.
62. Contractor's staff are considered to be Mandated Reporters and shall report suspected child and senior abuse and must report suspicions of child or senior abuse as required by California Law.
63. 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 Systems Manager in writing of any change in key management staff within ten (10) calendar days of the vacancy.



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64. Contractor shall ensure that service delivery is not interrupted during periods of personnel change.

HMIS ENROLLMENT AND DOCUMENTATION OF SERVICES

65. 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.

66. If the program is exempted from participation in the LA CoC HMIS as described above under number 65, 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.

67. In order to provide well-coordinated support for youth and manage the limited resources available in the CoC, Contractors shall utilize HMIS to track Individuals and Youth served and the benefits provided.

68. Contractor shall ensure that all participants served sign the Consent to Share Protected Personal Information form for granting other Individuals and Youth CES providers access to their information.

69. Contractor shall encourage utilization of HMIS as well as best practices for data entry, which are as follows:

69.1. Create the participant's record in HMIS within three (3) business days of the participant's initial screening for benefits.

69.2. Update the participant's standardized assessment in HMIS within three (3) business days of the completion of the standardized assessment.

69.3. Update the participant's housing status within three (3) business days

69.4. Update information on services provided to the participant within a three (3) business days following the provision of services.

69.5. Update information on financial assistance benefits provided to the participant within three (3) business days as the benefits are requested.

70. 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.

71. Contractor shall comply with all reporting required by system funders, which may include a report of transition age youth served, the benefits and services provided to transition age youth, complaints, or other data.

72. Contractor shall run the Data Integrity Report at the end of each month and make data quality corrections as needed. Contractor is required to submit LAHSA's certification report of program data quality showing that your program is maintaining 95% overall data integrity, with certain data



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elements identified by LAHSA requiring 100% data integrity. Certification reports are due to the LAHSA HMIS team by the seventh (7th) day of each month.

73. Contractor shall reference HMIS Policies and Procedures in regards to clients dying or revoking consent for HMIS entry. Please reference HMIS Policies and Procedures.
https://documents.lahsa.org/it/SharedDocuments/LA_OC_HMIS_Policies_and_Procedures.pdf

PROGRAM REPORTS

74. Each quarter of the program year, Contractor will be responsible to certify to the validity of a quarterly performance report (QPR) generated through HMIS for the project. LAHSA staff will email a copy of the QPR and certification to the Contractor following the close of each quarter and the Contractor must return the signed Certification to LAHSA within three (3) days of receipt of the QPR. The QPR contains information relating to demographics and performance with participant detail. The report also looks at Occupancy and Data Integrity.
75. Contractor shall be reviewing HMIS data on a monthly basis by generating and reviewing reports available on the HMIS. In the event that Contractor finds issues with the HMIS reports, Contractor must contact their assigned HMIS Data Analyst or email: hmissupport@lahsa.org.
76. The certified QPRs are submitted to LAHSA's funders (e.g. City and County of Los Angeles) and are used to monitor the contract so data quality and integrity are of the utmost importance.

PARTICIPANT MASTER FILE & DOCUMENTATION

77. Ensure completed CES Survey or Next Step for Youth packets are entered into HMIS by the standard described in #67.
78. Contractor shall document all meetings, coordinated outreach activities, stakeholder meetings, coalition meetings, or any other relevant meetings or events that occur in the respective SPA.
79. Contractor shall retain copies of all meeting and coordinated outreach sign in sheets and utilize these documents for any needed reporting.
80. Contractor shall retain copies of outreach logs from coordinated outreach activities.

CUSTOMER SERVICE

81. Contractor shall implement an active Customer Service Program in order to secure feedback from participants regarding their experiences with the CES for Individuals and Youth. The Customer Service Program must be approved by LAHSA and recommended changes to the Program must be made allowing a minimum of 10 business days for review. Follow LAHSA procedures related to customers services as directed.
82. LAHSA and/or the City/County may monitor for the quality of the Contractor's Customer Service with randomly selected participants for telephone and/or site surveys. LAHSA or the City/County, at its sole discretion, may change the means of measuring this standard via a Change Notice.



MATERIALS, EQUIPMENT, AND INVENTORY

83. 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.
84. Contractor shall provide all equipment necessary to perform all services required by this Contract.
85. Contractor shall provide sufficient telephone lines at its site(s).
86. 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

87. Contractor shall provide necessary computer equipment and supplies (e.g., terminals, controller, paper, printer ribbons, etc.) to provide services.
88. Contractor shall report to LAHSA, the loss, vandalism or theft of computer supplies and equipment within twenty-four (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 twenty-four (24) hours of receipt of the police report, excluding weekends and holidays.
89. Contractor shall provide all security for computers and printers and computer access to ensure that the equipment is secure.