



This Scope of Required Services (SRS) for Rapid Re-Housing for Adults and Rapid Re-housing for Veterans contains a written summary of and links to detailed information regarding the services that must be provided to homeless individuals receiving rapid re-housing services. 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 Rapid Re-Housing for Adults and Rapid Re-Housing for Veterans

## 2016 City Rapid Re-Housing for Adults and Veterans (RRAV)

### Scope of Required Services (SRS)

#### RAPID RE-HOUSING GOALS

The goal of Rapid Re-Housing for Adults and Veterans (RRAV) is to assist single adults or veterans who are homeless to secure permanent housing and appropriate supportive services to retain housing. RRAV Program Overviews can be found at: [www.lahsa.org/contracts.aspx](http://www.lahsa.org/contracts.aspx).

#### DEFINITIONS

The Rapid Re-Housing Program definitions are located at the following link: [www.lahsa.org/contracts.aspx](http://www.lahsa.org/contracts.aspx) and is attached hereto and incorporated herein by reference.

#### SERVICES FOR HOMELESS INDIVIDUALS

Services provided to homeless individuals by the Contractor or through subcontracted or leveraged partnerships with other community partners may include but are not limited to:

1. Standardized Assessment using the LA CoC approved screening and assessment tool.
2. Referral and connection to needed resources including:
  - Benefits connection
  - Employment services or employment training
  - Legal services and credit repair
  - Bridge housing while in the housing process
  - Housing retention/housing stability
  - Mental health
  - Physical health
  - Other supportive services as needed
3. Referral and placement into Reserved Crisis Housing (Bridge Housing).
4. Housing search and placement, including housing location, landlord negotiation, roommate selection, lease and contracts negotiation, administration of direct financial assistance
5. Case management including budgeting, money management, tenant/landlord relations
6. Rapid Re-Housing must be administered following Housing First principles, meaning that programs should not screen out participants based on criteria that are assumed to predict successful outcomes, such as income, employment, criminal history, or evidence of "motivation." Ongoing receipt of program benefits may be informed by participation in services related to housing stability, in a manner to be further specified.

#### ELIGIBILITY FOR SERVICES

7. Individuals must be determined eligible based upon the RRAV Participant Eligibility Form. Individuals must meet all of the following criteria:
  - Homeless under Categories 1 or 4 according to HUD's Final Rule on "Defining Homeless" (24.CFR parts 91, 576 and 578).
  - Residing within the City of Los Angeles within the last year.



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- Have been recommended for a rapid re-housing intervention (score of 2 on the CES Survey Tool or Youth CES Screening Tool, when available), **OR** have been recommended for no intervention (score of 1 on the CES Survey Tool or Youth CES Screening Tool, when available) **AND** are chronically homeless.
  - Income not more than 50% of Area Median Income (AMI)
  - For Veterans: Participant may self-certify Veteran status on initial intake, to be verified further by Contractor.
  - For Veterans: Those holding a Veterans Administration Subsidized Housing (VASH) voucher, regardless of assessment score or income.
8. Unaccompanied Youth (minors) and Families (households with dependents under the age of 18) are not eligible for services under the Rapid Re-housing for Adults and Veterans.
  9. Contractor's processes for identifying new clients should include working with the Coordinated Entry System, CES Case Conferencing, outreach, in-reach to year-round and seasonal shelters, and clients exiting transitional housing that may be closing.
  10. Participants who identify as fleeing a domestic violence situation must be immediately connected with a domestic violence shelter at a confidential location to ensure the safety and well-being of the participant.
  11. Contractors are also required to work collaboratively with domestic violence shelters to ensure that CES services are made available to eligible individuals participating in the domestic violence system.

## SERVICES AND BENEFITS

12. Contractors, and their sub-contractors, as appropriate, shall provide the following services and benefits to participants:
  - a. Standardized Assessment:

Contractors shall complete a comprehensive standardized assessment on all homeless single adults who have not already been assessed, or the TAY Next Step Tool, when available. All contractors shall use the most current version of the CES Survey Packet which consists of the VI-SPDAT assessment tool. The CES Survey Packet shall be administered by trained staff or volunteers at an assessment site, such as shelter, access centers, or other programs, or during Outreach.
  - b. Case Management:

Following assessment, Rapid Re-housing Case Managers must develop an individualized housing and supportive service plan based on the standardized assessment. Case Managers must also update a participant's housing and supportive service plan on a monthly basis from the participant's initial entry into the system. Contractors shall track all services and benefits provided to participants. Contractors shall assist clients with a range of activities including, but not limited to:
    - i. Assist clients in obtaining housing documents, including birth certificates, identification cards, and income documentation.
    - ii. Transport clients to housing appointments.
    - iii. Assist clients with completing housing applications.



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- iv. Link clients to supportive services, including mental health, substance use treatment, physical health, and benefits.
- v. Housing search and placement as outlined in part c
- vi. Direct financial assistance as outlined in the Program Overview

c. Housing Search and Placement:

Contractors shall identify housing resources and develop relationships with property owners and management companies throughout their respective regions in order to increase the permanent housing opportunities for clients. Contractor will be responsible for identifying available and appropriate housing units, building relationships with landlords and property management companies, cataloging unit specifications, reviewing and negotiating leases with landlords/property managers and conducting unit site visits.

Contractor is responsible for ensuring that housing meets habitability standards. Contractor will be required to conduct inspections and verify property ownership for each apartment receiving direct financial assistance through this program, calculating monthly rent amounts, and determining that the housing meets or exceeds habitability and rent reasonableness standards. In order to maintain positive relationships, contractors shall provide ongoing support to their landlord partners as needed, such as through follow-up phone calls with landlords and tenants, and mediation of disputes.

d. Direct Financial Assistance:

Contractors shall assess a participant's eligibility for rapid re-housing and assist individuals to develop financial assistance plans that will ensure their success in securing and retaining permanent housing.

e. Housing Stabilization:

Contractor will provide housing stabilization services to participants which may include, but are not limited to: home visits, information and referral, face-to-face meetings with the participant, assistance with budgeting / money management, assistance with accessing County services, Veteran benefits, and the services provided by CES community partner agencies.

Individuals receiving rapid re-housing assistance must initially meet with case managers at a minimum of once monthly or more often if indicated by the coordinated housing and service plan to monitor progress towards stability in permanent housing and to make adjustments to the coordinated housing and service plan as appropriate. Case management may decrease upon stabilization.

13. Monitor and coordinate the use and disbursement of financial assistance.

**COMMUNITY BASED COLLABORATIVE REQUIREMENTS**

14. Contractors shall participate in regional CES Case Conferencing meetings to ensure coordination of services.



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15. Contractors must utilize and maintain the following referral networks in addition to those networks created through the CES:
  - a. Crisis Housing
  - b. Mental and physical health;
  - c. Alcohol and substance abuse treatment;
  - d. Mainstream benefits;
  - e. Adult education and
  - f. Vocational counseling/training
  
16. Contractors shall participate in all LAHSA-required CES system wide meetings.

#### **CONTRACTOR OBLIGATIONS**

17. Contractor agrees to maintain and make accessible to homeless single adults, the services funded and/or required under this Agreement during the hours identified in this Contract.
  
18. Contractor shall not discriminate against individuals in regard to the denial of enrollment for any services provided under Rapid Re-Housing or the provision of ongoing services in the project based upon the race, ethnicity, national origin, disability, gender, age, sexual orientation, gender identity, or familial status of the applicant
  
19. All 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. 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. 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.
  
20. Contractor shall operate the Program's Project Site in a clean, safe, and well-maintained environment.
  
21. Contractor shall provide homeless single adults with as much assistance as necessary to comply with the terms of this Agreement.
  
22. 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.
  
23. If the program is exempted from participation in the LA CoC HMIS as described above under number 22, 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



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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.

24. Contractor shall manage and ensure that benefits and/or services are provided to eligible individuals who are homeless.
25. 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.
26. Contractor shall track all benefits and services provided to single adults by funding source in HMIS and in the agency's general ledger. All expenditures shall be reconciled to ensure accuracy.
27. 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 ineligible participant. Contractor shall operate a clean, safe, and well-maintained Program at the Project Site identified above in the Project Site Location(s) field of the Program Profile (Exhibit A) of the Statement of Work.
28. Contractor shall procure all applicable licenses or permits necessary to meet the code regulations required to operate the Program funded under this Agreement.
29. Contractors must ensure that any housing provided under this contract meets habitability standards: [www.lahsa.org/contracts.aspx](http://www.lahsa.org/contracts.aspx).
30. The Continuum of Care (CoC) wide coordination of the project will be overseen by the LAHSA Single Adult Systems Integration Manager (SASIM). Each agency funded under the program is required to work closely with the SASIM to ensure coordinated and standardized operations across all regions in the Continuum.
31. 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
32. LAHSA shall monitor performance of all Contractors at least annually or as required by LAHSA, and submit written reports detailing monitoring results to Contractor.
33. Contractor shall monitor performance of all sub-contractors at least semi-annually or as required by LAHSA, and submit written reports detailing monitoring results to LAHSA. After the third semi-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



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prior monitoring, Contractors' need for technical assistance, recommendation of Contractor and other relevant factors.

34. Contractor shall ensure that the Program Director or Senior Program Manager in charge of Rapid Re-Housing operations attends and participates in regular mandatory system and service coordination meetings to be held at LAHSA or at various locations throughout the County.

## PERSONNEL

35. Contractor shall employ qualified staff as specified in the LAHSA-approved program budget.
36. Contractor shall assign a sufficient number of staff with background experience and expertise to provide the services required in the Statement of Work.
37. Contractor shall provide bilingual staff to meet the needs of the homeless single adults receiving services and benefits from the CES. When a homeless single adult'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 and at the individual's request.
38. 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).
39. 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 the used for certification.
40. Contractors shall provide training programs for all new employees and continuing in-service training for all employees.
41. 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.
42. Contractor shall ensure that key management staff is present. When there is a vacancy, interim replacement is made within ten (10) calendar days of the creation of the vacancy to ensure all staff levels needed for the delivery of services is present. Contractor shall notify LAHSA in writing of any change in key management staff within ten (10) calendar days of the vacancy.
43. 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. Financial assistance funds may only





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be spent on behalf of program participants where a legal lease exists that includes the individual's name on the document. No financial assistance may be issued directly to the individuals. Contractors shall track, coordinate, and issue direct financial assistance available through the CES.

44. Contractor shall submit accurate and timely invoices along with any requested supporting documentation which identifies benefits and services provided to single adults. Contractor shall be responsible for reimbursing LAHSA for all charges paid for benefits and services provided to ineligible single adults if LAHSA determines that benefits and services were provided to ineligible single adults.
45. Contractor shall post all posters and materials as directed by LAHSA in a manner that is accessible to the public.
46. 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.

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

47. In order to provide well-coordinated support for single adults and manage the limited resources available in the CoC, Contractors shall utilize HMIS to track individuals served and the benefits provided.
48. Contractor shall ensure that all single adults served sign the HMIS Interagency Data Sharing Consent for granting other CES providers access to their information.
49. Contractor shall ensure they collect all required data in HMIS for all single adults served and enter that information into HMIS within the following timeframes:
  - a. Create the participant's record in HMIS within two (2) business days of the participant's initial screening for benefits.
  - b. Update the participant's standardized assessment in HMIS within five (5) business days of the completion of the standardized assessment.
  - c. Update the participant's housing status within two(2) business days
  - d. Update information on services provided to the participant within a 2-day period following the provision of services.
  - e. Update information on financial assistance benefits provided to the participant within two (2) business days as the benefits are requested.
50. 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.



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51. 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**

52. Each quarter of the program year, Contractor will be responsible to certify to the validity of a quarterly performance report (QPR) generated through HMIS (or a comparable database) 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 client detail. The report also looks at Occupancy and Data Integrity.
53. Contractor should be reviewing HMIS (or comparable database) 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](mailto:hmissupport@lahsa.org).
54. 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/ REQUIRED AND RECOMMENDED PROGRAM DOCUMENTS**

55. Contractor shall maintain a file for each participant enrolled. Documentation should include outcomes of the housing and supportive services, plan activities and update meetings with participants; and progress towards achieving the desired outcomes. Required forms include but not limited to those listed below. Forms are available at [www.lahsa.org/contracts.aspx](http://www.lahsa.org/contracts.aspx).
  - a. Participant proof of Identification
  - b. Comprehensive Standardized Assessment (original OR copy)
  - c. Form A-1: Participant Eligibility Screening Form
  - d. Form A-2: Income Eligibility Tool
  - e. Form A-3: Housing Barriers Assessment
  - f. Form B-1: Housing and Supportive Services Plan
  - g. Form B-2: Monthly Budgeting Tool
  - h. Form B-3: Monthly Reassessment Tool
  - i. Form B-4: Housing Habitability Standards Inspection Checklist
56. Additional recommended templates include:
  - a. Form C-1: Contractor Rent Schedule Tool

#### **FRAUD REFERRALS**

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





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#### **CUSTOMER SERVICE**

58. 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.
59. LAHSA and/or the city will monitor for the quality of the Contractor's Customer Service with randomly selected participant for telephone and/or site surveys. LAHSA and/or the city or county at its sole discretion may change the means of measuring this standard via a Change Notice.

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

60. 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.
61. Contractor shall provide all equipment necessary to perform all services required by this Contract.
62. Contractor shall provide sufficient telephone lines at its site(s).
63. 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**

64. Contractor shall provide necessary computer equipment and supplies (e.g., terminals, controller, paper, printer ribbons, etc.) to provide services.
65. 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.
66. Contractor shall provide all security for computers and printers and computer access to ensure that the equipment is secure.