

TASK ORDER CONTRACT 2022-06

DETAILS SUMMARY	
Task Order OFS Number	301754
Master Contract Details	
Master Contract OFS Number	N/A
Master Contract Effective Date	February 03, 2015, and amended on February 20, 2018
County Contact Information	
Boulder County Legal Entity	Boulder County ("County")
Department	Housing and Human Services ("BCDHHS")
Division/Program	IMPACT Care Management Division
Mailing Address	P.O. Box 471, Boulder, CO 80306
Contract Contact	Rory Thomes, Community Investments Manager rthomes@bouldercounty.org HHScontracts@bouldercounty.org
Invoice Contact	HHSaccountingoffice@bouldercounty.org and rthomes@bouldercounty.org
Contractor Contact Information	
Contractor Name	The Boulder Shelter for the Homeless, Inc.
Address	4869 Broadway, Boulder, CO 80304
Contact	Spencer Downing, Executive Director
Contact Email	spencer@bouldershelter.org
Secondary Contact	wayne@bouldershelter.org
Task Order Term	
Start Date	January 01, 2022
Expiration Date	December 31, 2022
Task Order Amount	
Contract Amount	\$565,506 Not-to-Exceed
Brief Description of Work	
To provide countywide Housing-Focused Shelter (HFS) services to individuals who have been referred for services through the countywide Coordinated Entry (CE) system, including leveraging street outreach efforts to work with clients toward obtaining housing, in alignment with the system planning decisions determined by the Homeless Solutions of Boulder County (HSBC) governance structure.	
Contract Documents	
<ul style="list-style-type: none"> a. Exhibit A, Statement of Work b. Exhibit B, Payment and Reporting Requirements c. Exhibit C, Housing-Focused Shelter Service Policy and Reporting Metrics d. Exhibit D, Boulder County Homeless System Collaborative Data and Evaluation Overview e. Exhibit E, Policy for Use of Housing-Focused Shelter Client Fund f. Exhibit F, Guidelines on Using and Sharing Information in Relation to HSBC 	
SECTION BELOW IS FOR COUNTY INTERNAL USE ONLY	
Purchasing Details	
Bid Process Used	New Task Order to Master Contract for 2022
COVID-19 Related?	No
Internal Notes	
PO	New PO
Chart of Accounts String	
Master Contract	See Supporting Documents

THIS TASK ORDER CONTRACT ("Task Order Contract" or "Contract") to the above-referenced Master Contract ("Master Contract") is entered into by and between the Board of County Commissioners on behalf of the County of Boulder, State of Colorado, a body corporate and politic, for the benefit of the Department of Housing and Human Services ("County" or "BCDHHS") and The Boulder Shelter for the Homeless, Inc. ("Contractor"). County and Contractor are each a "Party," and collectively the "Parties."

GENERAL PROVISIONS

The following clauses apply to this Task Order Contract. To the extent that other provisions of this Task Order Contract provide more specificity than these general clauses, the more specific provision shall control. In the event of a conflict between the terms of the above-referenced Master Contract and this Task Order Contract, the terms of the Master Contract shall control.

1. Incorporation: The **Details Summary** is incorporated into this Task Order Contract. The above-listed **Contract Documents** are incorporated into this Task Order Contract by reference, except to the extent that the Proposal, if any is incorporated, contains any obligations placed upon County and not otherwise contained in this Contract. The Master Contract detailed above, and any amendments thereto, are further incorporated herein by this reference and made a part hereof as if fully set forth herein.
2. Master Contract: This Task Order Contract is being entered into pursuant to the terms and conditions of the Master Contract and any amendments thereto. This Task Order Contract shall be governed in all respects by the Master Contract. The Parties agree that all work shall be performed in accordance with the Master Contract. County, in its sole discretion, may elect to extend the term of this Task Order Contract. In the event the County elects to exercise this right, it shall send notice to Contractor, pursuant to the Notices section of the Master Contract, of County's intent to extend the term of the Task Order Contract. The notice shall set forth the length of the extension. Any extension hereunder shall not entitle Contractor to additional compensation beyond the **Task Order Amount** set forth above.
3. [*For Contracts that require employees of Contractor to routinely perform more than fifteen (15) hours per month of county work in a county building.*] COVID-19 Vaccine Requirement for Certain Contractors of the County: On September 28, 2021, the Boulder County Board of Commissioners adopted a COVID-19 vaccine requirement policy that applies to, as relevant here, all employees of independent contractors of the county that perform county work in a county facility. For purposes of this policy, "perform work in a county facility" means any employee of an independent contractor that routinely performs more than fifteen (15) hours per month of county work that takes place in or on a county facility/property. Under the county's COVID-19 vaccine requirement policy, these individuals are required to receive a COVID-19 vaccine unless a reasonable accommodation based on medical reasons or due to a sincerely held religious belief is requested and approved. The policy requires that, by December 1, 2021, all individuals to which the policy applies must be fully vaccinated and submit proof of vaccination or have an approved reasonable accommodation in place. Therefore, beginning December 1, 2021, any employees of Contractor/Vendor/Subrecipient that perform county work in a county facility must be in compliance with the County's vaccine requirement policy unless Contractor/Vendor/Subrecipient can show proof that it is in compliance with its own COVID-19 vaccine requirement policy or is required by local, state, or federal law or regulation to be compliant with a COVID-19 vaccine requirement policy.

4. Work to be Performed: Contractor, in accordance with the terms and conditions of the Master Contract and this Task Order Contract, shall perform and complete, in a timely and satisfactory manner, all work items described in the **Contract Documents**.
5. Payment for Work Performed: In consideration of the Work performed by Contractor, and subject to conditions contained in this Contract, County will pay an amount not to exceed the **Task Order Amount** to Contractor in accordance with the **Contract Documents**.
6. Invoicing: Contractor will promptly provide a copy of its Form W-9 and invoice template to County upon request. Contractor must submit an invoice to the County by the twentieth (20th) day of the month following completion of the Work. All invoices submitted require the following components: Contractor's name and address (submitted W-9 address must match remit address), detailed description of services, dates of services, itemization of labor and materials costs, "Bill to: Boulder County" language, payment remittance address, payer, name and address, date of invoice, unique invoice number, and total amount due. Contractor must send all completed invoices to the **Invoice Contact** in the **Details Summary**. Email delivery is preferred by the County. Failure to submit invoices in a timely manner and in accordance with the terms of this Contract may cause a delay in payment. County may recoup any damages incurred because of Contractor's failure to submit invoices pursuant to the terms of this paragraph. County's acceptance or payment of an invoice will not constitute acceptance of any Work performed under this Contract.
7. Contract Modifications: This Task Order Contract may only be amended upon mutual written agreement of the Parties.
8. Standard of Performance: In addition to the terms and conditions of the Master Contract, the conditions, provisions, and terms of any Request for Proposals (RFP) incorporated herein, if applicable, establishes the minimum standard or performance that Contractor must meet under this Task Order Contract. If Contractor's Proposal, if incorporated herein, or the Scope of Work establish or create standards of performance greater than those set forth in the RFP, then Contractor shall also meet those standards of performance under this Task Order Contract.
9. Survival of Terms: Upon expiration or termination of this Task Order Contract, the obligations which by their nature are intended to survive expiration or termination of this Task Order Contract, will survive.

[SIGNATURE PAGE TO FOLLOW]

IN WITNESS WHEREOF, the Parties have executed and entered into this Task Order Contract as of the latter date indicated below.

SIGNED for and on behalf of Contractor	
Signature:	Date:
Name:	Title:
SIGNED for and on behalf of Boulder County	
Signature:	Date:
Name:	Title:
Attester Signature:	Date:
Name:	Title:
Approved as to Content and Form:	Date:

EXHIBIT A STATEMENT OF WORK

1. PROJECT DESCRIPTION

Boulder County Department of Housing and Human Services (BCDHHS) is committed to co-creating solutions with its community partners to address complex family and community challenges by fully, effectively, and efficiently integrating health, housing and human services to strengthen the broad range of Social Determinants of Health, in turn generating a more self-sufficient, sustainable, and resilient community. The seven key areas of stability and key priorities BCDHHS is targeting and key priorities for the investment of BCDHHS funds, include housing stability, employment and income stability, access to adequate food and nutrition, environmental health, health and well-being, safety, and education.

This Task Order Contract supports services under the housing stability pillar, and more specifically, providing countywide, Housing-Focused Shelter (HFS) services to individuals who have been referred for services through the countywide coordinated entry system, including leveraging street outreach efforts to work with clients toward obtaining housing, in alignment with the system planning decisions determined by the Homeless Solutions of Boulder County (HSBC) governance structure.

2. PERFORMANCE RESPONSIBILITIES

Contractor, in accordance with the terms and conditions in the Master Contract and this Task Order Contract shall provide, in a timely and satisfactory manner, the following:

- A. Provide HFS services in accordance with the attached Housing-Focused Shelter Service Policy and Reporting Metrics (Exhibit C).
- B. Allocate resources to clients according to the prioritization policy agreed upon by the Homeless Solutions of Boulder County (HSBC) governance structure when demand exceeds capacity:
- C. Complete VI-SPDAT assessments for all HFS clients willing to participate.
- D. Leverage community partners to secure housing options for all HFS clients: Contractor will work with other partners to ensure housing options for all HFS clients, including those who are resistant to accessing on-site shelter services.
- E. Use excess capacity to maximize resource usage in the system: In order to make the best use of sheltering resources within the system, Contractor shall work with HSBC to maximize use of excess sheltering capacity for other system needs.
- F. Enter data into Boulder County Connect (BCC): As functionality continues to expand, Contractor shall enter all client data directly into BCC client portal, including services received and type of exit from program.
- G. Engage with local government and other system stakeholders to improve the HFS program: Contractor shall participate in regular meetings and feedback discussions with local government, other funded entities and key system stakeholders, and make changes

to the HFS program to incorporate needed improvements. Systems performance information will be monitored in collaborative management meetings. Meeting frequency will be approximately once per month but may be more frequent during the first six months of the Contract term at the discretion of Boulder County. Contractor may also be required to present updates at monthly meetings of the HSBC.

- H. As needed, negotiate changes to HFS with HSBC related to recommendations from the HSBC governing board. As Contractor implements the HFS program, Contractor shall recommend process improvements to the HSBC governing board.
- I. It is anticipated that some HFS procedures will require adjustment during the Contract term as system data identify opportunities for improvement. Contractor will participate in regular meetings and feedback mechanisms with HSBC to review data on system performance and concerns/suggestions from clients or other community agencies to inform HFS changes. Service changes material to the contents of this agreement may not be made without written agreement of County and Contractor.
- J. Operate housing opportunities for individuals who have experienced homelessness: If funding allows, Contractor shall continue to operate its permanent supportive housing program at 1175 Lee Hill and its scattered site PSH programs.
- K. Work with Boulder County to explore additional funding streams to support services: Contractor shall work with Boulder County to explore whether and how additional funding streams (e.g., Medicaid) may be used to support Contractor operations.
- L. Contractor shall take necessary steps to provide services virtually and/or adhere to current public health COVID-19 restrictions and guidelines throughout the Contract term for services provided in-person. If Contractor is unable to provide services safely to meet client needs due to the public health restrictions, Contractor shall notify BCDHHS within 30 days.

3. TARGET POPULATION

The target population includes all adults who are homeless in Boulder County who have been referred to HFS through the countywide coordinated entry system.

4. REFERRALS FOR SERVICE

Contractor will accept referrals from the countywide coordinated entry system for adult homeless services.

5. MEETINGS AND COMMUNICATIONS

- A. In addition to engagement with local government and stakeholders (see Section 2.G above), Boulder County and Contractor will meet semi-annually to evaluate Contract usage and program effectiveness that may include:
 - i. Recommendations for modifications in the scope of services for this Task Order Contract
 - ii. Technical assistance necessary to enable the performance of this Task Order Contract by Contractor, or

- iii. The specification of necessary additional services to enable Contractor's performance of the services provided under this Task Order Contract.
- B. A fiscal review may be conducted during the Task Order term.
- C. BCDHHS will communicate with Contractor regarding applicable trainings and meetings as appropriate.
- D. Contractor agrees to attend relevant events focused on homelessness, including trainings and committees of Metro Denver Homeless Initiative (MDHI), and to communicate summaries back to the HSBC governing board.

6. DELIVERABLE AND REPORTING REQUIREMENTS

- A. Contractor shall consistently track all data in the BCC system. Data should be entered into BCC when services are delivered or no more than 3 days after receipt of service.
- B. Contractor shall review monthly reports prepared by Boulder County that track metrics outlined in Exhibit C: Housing-Focused Shelter Service Policy and Reporting Metrics.
- C. Contractor shall work in partnership with the governance structure to develop reports in support of the Draft Boulder County Homeless System Collaborative Data and Evaluation Overview January 2018 (Exhibit D).
- D. Contractor agrees to work in partnership with BCDHHS, governments, foundations, and nonprofit organizations providing health and human services to agree to a common core set of outcome indicators for Boulder County human services safety net providers that measure the impact of services for clients. This shall include attendance at and participation in meetings to discuss and review best practices and outcome measurements.
- E. Contractor shall also submit quarterly narrative reports documenting how HFS implementation has progressed. These reports will include but are not limited to the following elements: (1) components of the service that worked well over the quarter; (2) components of the service that created challenges during the quarter and steps taken to improve the service (3) any formal changes made to the HFS service during the quarter.
- F. Contractor shall maintain a safe facility by implementing a standard behavior policy for all clients seeking Shelter services. This includes clear behavioral expectations and a process to ensure consistent administration of any consequences.
- G. Contractor shall notify BCDHHS within 30 days of vacancies for positions funded under this Task Order Contract. Notification shall be sent in writing to Rory Thomes at rthomes@bouldercounty.org.
- H. Contractor shall submit an annual qualitative report at the conclusion of each Contract term. Annual reports shall be submitted no later than the 20th of the month following the end of the Contract term. Reports shall be submitted to hhsimpactreporting@bouldercounty.org
- I. All required reports shall be submitted to hhsimpactreporting@bouldercounty.org and rthomes@bouldercounty.org by the 20th of the month following the end of each reporting period.

**EXHIBIT B
PAYMENT AND REPORTING REQUIREMENTS**

1. BUDGET

- A. The total dollar amount for this Task Order Contract shall not exceed \$565,506. The approved budget is included as Exhibit B-1, Program Budget.
- B. Contractor has the discretion to transfer up to ten percent (10%) of the approved budget between the major direct cost budget categories without the approval of Boulder County Department of Housing and Human Services (BCDHHS). Any budget transfer greater than ten percent (10%) requires prior written approval from an authorized BCDHHS representative.

2. PAYMENT AND REPORTING REQUIREMENTS

A. Monthly Invoicing

- i. BCDHHS shall provide Contractor with a monthly invoice template.
- ii. Contractor shall complete and submit monthly invoices and supporting documentation that supports the amount invoiced on/or before the twentieth (20th) calendar day following the reporting period, regardless of the level of activity or amount of expenditure(s) in the preceding report period.
- iii. Monthly invoiced expenses shall be for actual expenditures incurred by Contractor.
- iv. BCDHHS shall not pay for vacant positions funded through this Task Order Contract.
- v. Monthly invoiced expenses may not be reimbursable by any other funding source.
- vi. Monthly invoices shall only include expenditures for the prior billing period. Any adjustments to a previously billed period need to be billed as an amendment to a previous invoice.
- vii. The invoice shall contain the name and title of the person authorized, or his or her designee, to submit claims for payment.
- viii. All invoices, supporting documentation, and applicable reports shall be submitted electronically to BCDHHS via email to:
hhsaccountingoffice@bouldercounty.org and rthomes@bouldercounty.org

B. Supporting Documentation

- i. Monthly invoices shall be supported by a general ledger and/or sub-ledger detail generated from Contractor's accounting system to include payee, description, date, and amount.
 - a. For participant services, participant name and purpose must be included (for those participants who have signed an authorization to release information).
 - b. For personnel requests, an excerpt of the payroll register from the paying system is appropriate. The payroll register should include staff name(s) or initials, period paid, salary and itemized employer-paid taxes and benefits.

- ii. Supporting documentation submitted with monthly invoices must meet or exceed the amount being invoiced.
- iii. Contractor shall keep on site for BCDHHS review, for the contract term plus three years, the following supporting documentation for each invoice:
 - a. Non-personnel reimbursements must be supported by general ledger or sub-ledger detail generated from Contractor's accounting system.
 - 1. The ledger detail should include payee, description, date and amount.
 - 2. For participant services, participant name and purpose must be maintained on file (for those participants who have signed an authorization to release information).
 - 3. The documentation should include all receipts and/or other original support. Receipts are required for purchases from a single vendor more than \$100.
 - 4. Travel expenditures should include travel expense reports.
 - 5. Mileage will be reimbursed at a rate equal to or less than the IRS standard mileage rate.
 - b. For personnel requests, an excerpt of the payroll register from the paying system is appropriate. The payroll register should include staff name(s) or initials, period paid, salary and itemized employer-paid taxes and benefits.
 - 1. Staff working less than 100% on contracted work may be required via a written amendment to maintain an accurate daily record of hours worked and correct charge codes. These records shall be made available to BCDHHS during financial review visits or upon request.
- iv. If Contractor does not produce sufficient documentation as described above at financial review visits, BCDHHS has the right to recapture any unsupported payments.

C. Payments

- i. Monthly invoices, supporting documentation, and all required deliverables as outlined in Exhibit A, Section 6, Deliverable and Reporting Requirements must be submitted in a timely manner and in accordance with the terms of the Contract in order to receive payment.
- ii. BCDHHS will reimburse Contractor within 30 days of receipt and approval of a fully-supported and payable invoice. BCDHHS will follow-up with Contractor within 15 days of receipt should there be any questioned or unsupported costs.

D. Internal Controls

- i. Contractor shall maintain written internal control policies and procedures around financial and accounting practices, including procurement policies and procedures.
- ii. Confidentiality of Client Information and Records: Contractor shall maintain best practices for safeguarding confidential information, including signed certification from Contractor's directors, officers and employees.
- iii. Conflict of Interest: Contractor shall maintain best practices regarding conflicts of interest, including signed certification from Contractor's directors, officers and employees.

- iv. Written policies and procedures shall be made available to BCDHHS during financial review visits or upon request. During the Contract term, BCDHHS will request to review Contractor's procurement policy.

3. **SCHEDULE OF ATTACHMENTS:** The following attachments to this Exhibit are hereby attached and incorporated by this reference:

- A. Exhibit B-1, Program Budget

**EXHIBIT B-1
PROGRAM BUDGET**

Contract Term: 1/1/2022 to 12/31/2022

Agency Name: Boulder Shelter for the Homeless

Program Name: Housing Focused Shelter

DESCRIPTION	Budget of Line Item
Salaries <i>(list positions and indicate FTE allocated to each source)</i>	
HFS Staff Salaries	\$269,100
Case Manager Salaries	\$41,400
Operating Expenses <i>(list costs including travel, rent, utilities, phone, postage, supplies, & printing)</i>	
HFS client support	\$22,131
Other Costs	
Facility usage, supplies, Shelter allocation	\$232,875
TOTAL Program Budget	\$565,506

EXHIBIT C
Housing-Focused Shelter Service Policy and Reporting Metrics

Description of Housing-Focused Shelter Service Model

Housing-Focused Shelter (HFS) is intended to provide moderate and high needs homeless single adults in Boulder County with a predictable place to stay on a long-term basis while they work toward exiting homelessness into stable housing. HFS includes case management and necessary services to support basic needs, meet health care needs, and pursue goals related to exiting homelessness into housing. For clients not being case managed by HFS case managers, Contractor shall allow access to clients and utilization of facilities by external partner agencies to provide case management services.

In order to support this service model, Boulder Shelter for the Homeless will operate at full capacity (160 beds) year-around, provided this use is allowed under the Shelter's management plan with the City of Boulder. Further, the Shelter will manage a fund for costs related to exits to stable housing for HFS clients (e.g., costs related to identification needed for lease up, application fees, and transportation costs related to completing of case plan activities).

In order to provide services in accordance with the Housing First model, Boulder Shelter for the Homeless (BSH) will offer clients who are referred to BSH through the Boulder County Coordinated Entry screening process two ways to engage with shelter services: "reservation" and "standby." Under this system, those opting for a reservation at the shelter would be given first priority.

If an individual seeking homeless services presents for services at BSH but has not yet been screened through the Boulder County Coordinated Entry screening process, BSH may provide one night of shelter services. After that night, the client will be directed to Coordinated Entry in order to get a referral to ongoing services.

Description of reservation services

If a client chooses to take up reservation services, BSH will provide the client with a reserved, guaranteed bed at BSH every night until they are housed as long as the client is meeting program requirements. BSH will also provide case management support to help the client identify and work toward their most appropriate housing exit (see below for more information on case management approach). BSH will also provide wrap-around services at the shelter or connect clients to supports in the community (see below for more information on those services). Clients in reservation services may also have the ability to stay at BSH during the day.

In order to take up reservation services, clients go through the following process:

1. After receiving a referral to BSH services through the Coordinated Entry system, the client signs up for a reservation services interview. During this interview, a Shelter staff member would meet with the client to explain the basic rules and expectations of the Shelter (see below for more detail), the available living options (e.g., sober living dorm, non-sober dorm), and sobriety support the Shelter can provide should the client have interest (primarily breathalyzing clients who want that check, or helping them to connect to community programs that can support them). After this explanation, the client would determine whether they want to sign up for reservations services.
2. If the client chooses to sign up for reservation services, the Shelter staff would encourage the client to sign up for a meeting with a case manager.
3. The case manager will work with clients to develop a housing-focused case plan. This process will include completing the VI-SPDAT, as appropriate, for those who have not yet completed one.

Expectations for clients participating in reservation services include the following:

- Staying at the shelter every night or letting BSH staff know when you will not be staying there or when you will be arriving later than 7:00PM for an approved reason (e.g., work, school, meetings).
- If the client opts for a sober living situation, they must maintain their sobriety, which may be verified with a breathalyzer test. If a client relapses, they will move to the non-sober dorm.

Description of standby services

If a client chooses standby services, the client will not have a reserved, guaranteed bed at the Shelter. However, they will be able to present at BSH for services available there, and sleep there when bed space is available. This option provides BSH staff a way to maintain contact with clients who may not be able to engage with reservation services and work with them toward a housing exit. BSH will work with standby clients (including completing the VI-SPDAT) to the maximum extent allowed by client and staffing resources.

Services available to individuals not accessing on-site shelter services

BSH staff will leverage relationships with outreach workers/case managers in other organizations throughout Boulder County to help connect HFS clients with housing options, including those who do not access on-site Shelter services.

Provision of housing-focused case management

BSH case management staff will provide housing-focused case management to all clients to the extent the client and staffing resources (at least 3 FTE case management positions) will allow. Housing-focused case management includes helping clients to identify appropriate housing options, determining the client's personal goals related to housing (e.g., getting clients document ready, etc.), and plan action steps to realize those goals.

In order to coordinate care and leverage existing trusting relationships between the client and service providers, BSH case management staff will work collaboratively with other case managers and supportive staff involved with the client. It is likely that clients in HFS will already be engaged with staff from other organizations (e.g., Mental Health Partners, the municipal court navigator, etc.). In cases where an HFS client has a relationship with staff in another community organization, BSH staff will work collaboratively with partners to help HFS clients achieve housing goals, and provide services and assistance necessary to achieve housing goals, including financial assistance for necessary housing steps such as identification, application fees, etc. Appropriate releases of information and structures will be put in place to enable this collaboration.

Provision of wrap-around supports to housing-focused shelter clients

Housing-focused shelter provides not only shelter and case management supports but also co-located supplemental services, primarily around basic needs and health services. In order to avoid duplicating supports that already exist in mainstream services, supplemental services provided to HFS clients will leverage existing resources to the greatest extent possible. Should additional daytime services at BSH be helpful for clients, BSH will work with the governance structure to streamline access to existing community resources (e.g., senior services) and co-location or transportation.

Basic needs

HFS will provide the following basic needs services:

- Meals
- Showers
- Laundry facilities
- Secure storage
- Mail and phone services
- Help to sign clients up for all appropriate benefits and programs (e.g., Medicaid, SNAP, etc.)

Health services

Best-practices show that co-locating basic health services at the Shelter reduces barriers to addressing health issues. While some services will be provided onsite, clients also have the option to go to healthcare providers' locations and can use available transportation assistance to do so.

- Physical health services: HFS will work with existing care providers (e.g., Clinica) to provide onsite staff on a regular schedule for health services.
- Mental health services: HFS will work with existing care providers (e.g., Mental Health Partners and other Medicaid Contractors) to provide mental health counseling.
- Dental care: HFS may work with existing care providers (e.g., Dental Aid) to provide onsite care on a regular basis.

Primary hours for these services will be in the mornings and evenings to be accessible those who are not in the shelter during the day.

Supports for clients with substance use issues

As noted above, BSH will provide sober living dorms for those who prefer that living situation, and they will provide breathalyzer tests to those who find them helpful to maintaining their sobriety.

Housing search assistance

In alignment with Housing-First principles, BSH case managers will work with clients individually to customize housing case plans and help clients move into housing as quickly as possible. This work may include helping clients reunify with family or other social supports. It may also require helping the client secure the necessary documentation required to obtain housing, including paying fees required to obtain identification. Some clients may receive a housing voucher or receive rapid re-housing assistance that requires them to find an apartment to rent in the private market before they can be permanently housed. Clients will have histories of homelessness and possibly criminal records and mental health and substance abuse issues, which will make finding housing difficult without assistance. To the extent possible, HFS staff should coordinate with the voucher-originating agency to provide housing search assistance if that assistance is not being provided already. Housing search assistance includes helping identify available units, helping the client tour those units, and helping the client apply for their desired housing. Landlord engagement efforts involve reaching out to landlords to explain the client's situation and the supportive services they will receive as a tenant to help them be a successful tenant so that the landlord will consider renting to the client.

Transportation

Bus passes or other bus service arrangements may be made to enable clients to travel around Boulder County as needed in alignment with their case plans (see case management section). However, some destinations (e.g., Social Security Administration) are not accessible by bus, and some clients are unlikely to keep appointments without a designated ride to and from their appointments. In these instances, BSH staff will leverage existing transportation resources from other community partners. BSH shall distribute bus vouchers to Longmont clients who have transportation barriers to accessing shelter services at BSH.

Daytime Hours

Under pre-determined weather conditions, the Shelter may offer daytime hours to HFS clients who spent the previous night at the Shelter. Severe weather triggers for this service have been determined by and will only be modified in consultation with Homeless Solutions for Boulder County. Daytime hours are also subject to the Shelter's Management Plan requirements.

HFS Performance Metrics

These performance metrics are in development and will be updated as needed to reflect program logic model and data & evaluation working group input. Boulder Shelter for the Homeless will work with Boulder County to collect these metrics until Boulder County Connect supports automated reporting of these metrics.

Service utilization patterns (total, nightly average, night-by-night data)

- Number of individuals referred to HFS from Coordinated Entry – total, from Boulder, from Longmont
- Number of individuals accessing overnight sheltering – total and by referral group
 - Referral group: screened in Boulder, screened in Longmont first night free
- Number of individuals in reservation services – total and by referral location
- Number of individuals in standby services – total and by referral location
- Cumulative number of individuals referred to HFS but who do not access onsite BSH services – total and by referral location
- Number of individuals turned away for services – total and by reason
 - Reasons: banned/behavior, capacity, not HFS client and already used first night
- Number of clients reached through street outreach

Demographics of HFS clients

- Demographic information (age, gender, race) – total, reservation clients, standby clients, clients referred but not accessing services onsite

Services Provided as Part of Housing Plans

- Number of clients with active housing case plans
- Number of bus tickets provided
- Number of clients provided with at least one bus pass
- Number of clients helped with securing identification required for housing
- Number of clients provided with housing search assistance
- Number of clients who completed a VI-SPDAT assessment
- Number of contacts with clients via street outreach

Outcomes

- Number of clients by destination at exit (HMIS)
- Average and median length of stay in HFS – total and by exit type
 - Exit types: clients exited unsuccessfully/to homelessness, clients exited to PSH, clients exited to non-PSH housing option, clients exited to institutional setting
- Number of clients by local destination at exit (BOCO specific)

These performance metrics may be amended to align with the Homeless Solutions for Boulder County Evaluation Plan.

EXHIBIT D
Boulder County Homeless System Collaborative
Data and Evaluation Overview (DRAFT)
January 2018

Introduction

The Cities of Boulder and Longmont and Boulder County are implementing a new approach to serving adults experiencing homelessness county-wide. The overall goal of the system is to help clients exit homelessness by regaining housing. The system includes three core components:

- Coordinated Entry: Coordinated Entry is a process by which all individuals in need of adult homeless services will be consistently screened and referred to services (either navigation or housing-focused shelter) that are appropriate for their level of need. Screening began at fixed locations in Boulder and Longmont in October 2017.

- Navigation Services: Navigation Services provide short-term support for lower-needs individuals who require limited assistance to get back into permanent housing. Individuals will work with a case manager to develop a housing plan and can receive mediation support, financial assistance, legal assistance, assistance reunifying with support networks, and links to county and other community programs as needed. Overnight sleeping space will also be available to qualified navigation participants who need a place to stay in the short term. Bridge House began providing this service in the City of Boulder in October 2017 and the OUR Center and HOPE will provide this service in the City of Longmont starting in early November 2017.

- Housing-focused Shelter Services: HFS (previously referred to as program-based shelter or PBS) facilitates housing entry for qualified moderate- and high-needs individuals by providing overnight sheltering and wrap-around services on an extended basis. Those participating in HFS can remain at the Boulder Shelter for the Homeless (BSH) until they have been successfully, permanently housed. The overall goal of the system is to help clients exit homelessness by regaining housing.

In order to build a robust understanding of how Boulder County's new approach is working, the Cities of Boulder and Longmont and Boulder County plan to intentionally evaluate system performance. This work also aims to establish a culture of data-driven performance improvement, by using regular reviews of system data as a starting point for conversations on system performance. This document summarizes the preliminary plan for this work, which includes both process and outcome components.

Because this approach requires instituting new service models and processes, the evaluation work during the pilot year (October 1, 2017 – September 30, 2018) will focus primarily on regular use of data and provider engagement to document how the system is functioning and identify improvements. Primary process measures for this work include average and median length of time in navigation and housing-focused shelter programs and the frequency with which particular services (e.g., financial assistance, conflict mediation, etc.) are provided. As part of this effort, we will also examine data from the Coordinated Entry to refine the screening tool, determine whether it accurately refers clients to the appropriate service, and whether high utilizer clients are also highly vulnerable. Results of this analysis will be used to drive improvements to the screening process.

To the extent possible, the evaluation effort will examine outcomes of the new system. Primary outcome measures are returns to homelessness (as measured by re-screenings through Coordinated Entry) and the percentage of clients exiting to permanent housing destinations. These metrics can be compared to similar analysis being conducted for the metro Denver continuum of care to examine our system performance relative to the region. We also have the opportunity to develop service utilization tracking by building connections between emergency services data and Boulder County Connect.

Data Sources and Elements

To the greatest extent possible, this evaluation plan relies on administrative data collection already planned within the Boulder County Connect system. In that system, we expect to have the following data elements:

- CE screening data elements
 - Screening date
 - Demographics
 - Type of residence (i.e., homeless, institutional, temporary or permanent housing situation)
 - Length of time homeless
 - Connection to Boulder County
 - Number of homeless episodes in past three years
 - Self-reported disability
- Program (either navigation or housing-focused shelter) entry date
- Program exit date
- Program dismissal reason (housing destination and program exit, modeled on HMIS data element)
- Services disbursed during program enrollment
 - Financial assistance amount
 - Conflict mediation
 - Connection to mainstream resources (as noted by enrollment in Medicaid, SNAP, etc. during program enrollment period)
 - Housing search assistance
- Other program assessments (e.g., navigation intake, VI-SPDAT)
- High utilizer list

The data and evaluation work can also leverage ongoing performance monitoring meetings with service providers (e.g., weekly systems check-ins and monthly Management Board meetings). If resources permit, these sources may be supplemented with monitoring visits to programs and additional interviews with program staff and/or focus groups with program participants. We will also develop a mechanism to record housing exit supports (e.g., placement in permanent supportive housing units, rapid re-housing assisted housing placement, etc.). If possible, this information will be captured in Boulder County Connect as well.

Process Questions

System-level questions

- Are the core programs in the new approach – coordinated entry, diversion, navigation, and housing-focused shelter – working as intended?
 - **Data source:** This question will be answered using monitoring meetings with providers, including those with front line workers and the Management Board. These meetings will provide feedback on what is working and what isn't. If

- resources permit, this will be supplemented with monitoring visits to programs to observe program operations.
- **Analysis:** Review notes from meetings and observations, code that content by theme, and summarize.
 - Where they are working differently than the service model, why are they working differently? What generated this change? What challenge/unforeseen situation had to be overcome?
 - **Data source:** This question will be answered using monitoring meetings with providers, including those with front line workers and the Management Board. These meetings will provide feedback on what is working and what isn't. If resources permit, this will be supplemented with monitoring visits to programs to observe program operations.
 - **Analysis:** Review notes from meetings and observations, code that content by theme, and summarize.
 - Does the system as designed have sufficient capacity? How does the demand for service types compare to the supply of those services in the system?
 - **Data source:** Coordinated Entry screening data (in Boulder County Connect)
 - **Analysis:** Run a report on the preferred referral based on the screening and where/whether the client was actually served to determine mismatch between service capacity and demand. Note: to understand whether a referral result different from the CE screening result is due to client choice or lack of capacity, we may need to add an administrative field into Boulder County Connect to gather this information.

Program-level questions

- How long are clients in programs for by program type?
 - **Data source:** Average and median lengths of stay from Boulder County Connect, with supplemental information from providers to explain outliers or trends out of line with system expectations.
 - **Analysis:** Calculate average and median lengths of stay for each core program (navigation – Boulder, navigation – Longmont, housing-focused shelter).
- What specific services (e.g., conflict mediation, financial assistance, housing search assistance) do clients receive by program type?
 - **Data source:** Boulder County Connect service disbursement data by program type (diversion, navigation, program-based shelter)
 - **Analysis:** Run report from Boulder County Connect to show the number of clients by each program type who received each service type provided through the single adult homeless service system. Review these data to determine which services are provided most frequently.
- What services were the most important in helping clients resolve their homelessness by program type?
 - **Data source:** Interviews with program staff and focus groups with program participants.
 - **Analysis:** Because clients receive services that they and their case manager determine would be beneficial for them, we cannot compare the effectiveness of individual services by comparing those who received a certain service and those who did not receive it. Instead, we will ask program staff and participants to give their impressions on the relative importance of the individual services offered and the contexts in which certain services are more or less critical. Notes from these conversations will be reviewed and summarized. This will provide guidance for program improvements, but we will not be able to determine the independent effectiveness of particular services.

Coordinated Entry screening questions

- Are referrals to programs from Coordinated Entry being accepted?
 - **Data source:** Boulder County Connect referral and program enrollment data.
 - **Analysis:** Examine the percentage of referrals to programs that result in enrollments in that program and the percentage that do not by each program and program type.
- Are high utilizers also high-need?
 - **Data source:** Coordinated entry screening data and high utilizer lists
 - **Analysis:** Compare need characteristics of those on the high utilizer list who have been screened by coordinated entry to those who are not on the high utilizer list.

- Does the screening tool accurately assess level of need?
 - **Data source:** Coordinated Entry screening data and subsequent assessment data (e.g., VI-SPDAT)
 - **Analysis:** Compare the results of the coordinated entry screening with levels of need as determined by other assessments, primarily the VI-SPDAT, to determine correlation between measures.

Outcomes Questions

- What housing situations are clients exiting to?
 - **Data source:** Boulder County Connect destination field, housing exit data as available
 - **Analysis:** Analyze frequencies with which clients exit to permanent housing situations, temporary housing situations, institutional settings, homeless situations, or unknown destinations by program.
- How often do clients return to homelessness after being served? Does this vary by program type?
 - **Data source:** Re-screenings for Coordinated Entry in Boulder County Connect.
 - **Analysis:** Determine the percentage of clients who have been rescreened through coordinated entry (recidivism rate).
- What trends do we observe in utilization of emergency services?
 - **Data source:** municipal and county justice system data, emergency medical data, and Boulder County Connect data (requires both historical and current data)
 - **Analysis:** plot trends in average utilization of emergency service services for clients served by system over time
 - **Note:** The justice and emergency medical data sources are not currently integrated into Boulder County Connect.
- What trends do we observe in utilization of mainstream services?
 - **Data source:** Boulder County Connect data (i.e., SNAP, Medicaid, etc.)
 - **Analysis:** plot trends in average utilization of mainstream supportive services for clients served by system over time.

While we will review these measures, evaluating outcomes at this early stage is difficult for several reasons. First, because the approach includes several new processes and services, which will evolve as we learn what works, the service models will not exist in steady state in the early implementation phase. This makes it difficult to know which permutation of the model is associated with given observed outcomes. Second, some outcomes are observed in the longer-term, so within the pilot year, we will have a limited data to evaluate long-run performance. Third, the system intentionally targets services to clients in a systematic way and does not include a comparison group. This makes it difficult to evaluate which particular services and supports are most important for client success and means we cannot extrapolate causality from observed trends. However, engagement with providers and clients can help shed light on possible drivers of success to study further.

EXHIBIT E

Policy for Use of Housing-Focused Shelter Client Fund

Background: The Housing-focused Shelter Program

The Housing-focused Shelter (HFS) program, managed by Boulder Shelter for the Homeless (BSH), facilitates housing entry for qualified moderate and high-needs individuals by providing overnight sheltering and wrap-around services on an extended basis. People are referred to HFS through the countywide coordinated entry system. Those participating in HFS can remain at BSH until they have been successfully, permanently housed.

Client Funding

HFS includes a Client Fund to pay for costs associated with obtaining housing, including access to Shelter facilities for clients screened for HFS in Longmont. The goal of the fund is to remove barriers to housing for HFS clients. Policies for use of the Client Fund are specified below.

Eligible Clients

Clients eligible for assistance through the HFS Client Fund include:

- Clients referred to HFS through coordinated entry. This includes clients actively using services at BSH as well as HFS-referred clients not using other BSH services.
- Clients that have not gone through coordinated entry may be eligible for assistance if they are prioritized for housing via the Boulder County case conferencing process.

Eligible Expenses

HFS Client Fund resources should be used in conjunction with other sources of funding (such as MDHI Flex Fund, LEAP, etc.) when available. The HFS Client Fund can be “first in” funds and are intended to cover costs related to getting the client housing including:

- Transportation costs to appointments that are directly related with sheltering or housing applications
- Transportation costs to Boulder Shelter for clients screened into HFS from Longmont and other Boulder County communities
- costs related to getting clients “document ready” (e.g., birth certificate costs, costs for photo ID)
- landlord costs (e.g., application fees, security deposits/move-in fees, first month’s rent)
- utility deposits and costs (i.e., transportation) related to facilitating family reunification

Other expenses may qualify if they are directly related to eliminating a barrier to a housing opportunity. When the HFS Client Fund is used to pay for landlord costs, it is important that the client understands that funding is a one-time intervention, with ongoing rent/expenses to be paid with sustainable funding sources such as vouchers, income, etc.

Eligible Housing Opportunities and Payees

Housing opportunities supported by HFS Client Flexible Funding must be:

- verified as legitimate opportunities; in which there is written external verification of the housing opportunity (e.g., Coordinated Entry screening into Housing Focused Shelter, proof of unit availability, confirmation from family member for reunification situations);
- sustainable opportunities, in which the client has a way to pay rent (voucher, income, benefits, etc.) in the long term; and
- located in Boulder County if utilizing Boulder County funds (City of Boulder funds may be used to support out-of-county housing opportunities if they meet all other Client Fund criteria).
- Proper receipts must also be provided and stored on-site for fiscal reviews.

HFS Client Funding will generally not be given directly to clients. Payments for eligible expenses will be made to landlords, property management companies, or other vendors. Bus passes will be distributed by HFS employees and shall be tracked in Boulder County Connects.

Contact a BSH case manager or program manager to access these funds.

EXHIBIT F
Guidelines on Using and Sharing Information
In Relation to Homeless Solutions for Boulder County

Homeless Solutions for Boulder County (HSBC) is strengthened by its collaborative and coordinated systems approach to addressing the needs of individuals experiencing homelessness. Due to the large and expanding number of partners, this can also raise questions regarding how partners should use data that is collected during the performance of work. Within HSBC, agency staff often share portions of a client's service activity to support service management efforts. Further, many agencies have access to information on client service provision outside of their agency as a user of the Boulder County Connect (BCC) system. As a result, participating agencies may develop varying understandings of a given client's "story," or develop divergent opinions about how the larger system, or parts thereof, are functioning based on the interpretations of summary data sets or client information they can view in BCC.

Given that HSBC operates in an evolving, complex, and expanding environment, it is important for system partners to commit to a set of norms regarding how information will be used and shared. This document supplements agreements already in place that specify how confidential (i.e., client level) information can be used, transmitted, and stored by participating agencies (e.g., the BCC user agreement and release of information).

1. Agencies will not use data or information to represent the larger system to the press or the public, unless there is a specific purpose for doing so and only after this has been discussed and cleared through, the Homeless Solutions for Boulder County System Manager and/or City of Longmont staff and/or City of Boulder staff;
2. Agencies shall not release any data to the media without having the data fully verified prior by an appropriate Homeless Solutions for Boulder County entity;
3. Agencies will acknowledge in part, the HSBC system in any press releases that involve outcomes that have occurred as part of HSBC funding and management;
4. Agencies are at liberty to discuss their own efforts, as reflected in data on programs they operate, but will not use data to describe the efforts of partner agencies unless this has been mutually agreed to between agencies;
5. To the extent possible, agencies will work through governance bodies and with Homeless Solutions for Boulder County to inform their understanding of system data, and will seek clarification when there is ambiguity about efforts before characterizing data for the public, press or other outside entities;
6. As needed, agencies agree to work within the HSBC Management Board to develop shared talking points that fairly and objectively reflects critical or unusual incidents that occur for individuals impacted by the system, and will serve as an individual authoritative voice on such events; and
7. Agencies will not use information to disparage another organization working as a partner within HSBC.

All members of the Homeless Solutions for Boulder County Management Board agree to adhere to these guidelines – as identified below. Any agency added to this agreement also agrees to adhere to these guidelines upon joining the Management Board.