

EXHIBIT B SCOPE OF WORK AND FEE SCHEDULE

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 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 and Diversion Services, 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 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 D).
- 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 shall 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 shall 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.

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 and Diversion Services.

4. REFERRALS FOR SERVICE

Contractor shall accept referrals from the countywide Coordinated Entry System and Diversion Services for adult homeless services.

5. MEETINGS AND COMMUNICATIONS

- A. Boulder County and Contractor shall meet semi-annually to evaluate Contract usage and program effectiveness that may include:
 - i. Recommendations for modifications in the scope of services for this Contract.
 - ii. Technical assistance necessary to enable the performance of this Contract by Contractor, or
 - iii. The specification of necessary additional services to enable Contractor's performance of the services provided under this Contract.
- B. A fiscal review may be conducted during the Contract 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 D: 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 B-3).
- 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 Contract. Notification shall be sent in writing to Rory Thomes at rthomes@bouldercounty.gov.
- 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 Estiberson Parra Cordero (eparracordero@bouldercounty.gov) and hhsimpactreporting@bouldercounty.gov
- I. All required reports shall be submitted to hhsimpactreporting@bouldercounty.gov and rthomes@bouldercounty.gov by the 20th of the month following the end of each reporting period.

PAYMENT AND REPORTING REQUIREMENTS

1. BUDGET

- A. The total dollar amount for this Contract shall not exceed \$600,490. 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 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.gov and rthomes@bouldercounty.gov

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 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
 - B. Exhibit B-2, Program Level Report
 - C. Exhibit B-3, Boulder County Homeless Systems Collaborative Data and Evaluation Overview (DRAFT) January 2018

EXHIBIT B-1 **PROGRAM BUDGET**

Contract Term: 01/01/2024 to 12/31/2024

Agency Name: Boulder Shelter for the Homeless

Program Name: Housing Focused Shelter

2024 Approved Amount

600,490

\$ 0

Feel free to add or change expense rows categories to this form

DESCRIPTION	Budget of Line Item
Salaries <i>(list positions and indicate FTE allocated to each source and whether the person within the position is bilingual/bicultural or bilingual only)</i>	
HFS Staff Salaries - 6.5 FTEs	\$ 250,000
HFS Case Manager Salaries - 1 FTE	\$ 55,000
HFS Supervisor Salaries - .25 FTE	\$ 37,500
Payroll Taxes & Benefits	\$ 78,490
Operating Expenses <i>(list costs including travel, rent, utilities, phone, postage, supplies, & printing)</i>	
Housing Focused Shelter Client Support	\$ 30,000
Kitchen, Cleaning and Bathroom Supplies	\$ 12,000
Administrative allocation	\$ 77,500
Facility Usage - utilities, water, phone, internet, trash, repairs & maintenance, etc.	\$ 60,000
Equipment <i>(list all costs)</i>	
Subcontractor/consultation services <i>(list individual costs)</i>	
Other Costs	
TOTAL Program Budget	\$ 600,490

Exhibit B-2 Program Level Report

Name of Organization:	
Name of Program (should match funding award):	
Name of Person Completing Report:	
Program staff email to use if questions arise:	

Quarterly Reporting Metrics	Q1	Q2	Q3	Q4
TOTAL Number of unduplicated individuals served by Program				
TOTAL Number of unduplicated individuals served by residency				
Boulder				
Lafayette				
Louisville				
Longmont				
Erie				
Lyons				
Nederland				
Superior				
Jamestown				
Other Cities Inside Boulder County				
Homeless Inside Boulder County				
Other Cities Outside Boulder County				
Homeless Outside Boulder County				
Unknown				
TOTAL Number of unduplicated individuals served by Program by age				
0-5				
6-12				
13-17				
18-54				
55-91				
TOTAL Number of unduplicated individuals served by Program - Race				
American Indian/Alaska Native				
Asian				
Black/African American				
Native Hawaiian or other Pacific Islander				
Mixed Race				
White/Caucasian				
Other				
Unknown				
TOTAL Number of unduplicated individuals served by Program - Hispanic, Latino or Spanish origin				
No, Not of Hispanic, Latinx, or Spanish origin				
Yes, of Hispanic, Latinx, or Spanish origin				
Unknown				
TOTAL Number of households served by Program - Primary Household Language				
English				
Spanish				
Other				
Unknown				
TOTAL Number of households* served by Program				
Number of households with children ages 0-17				

* note: single individuals living alone = 1 household

Programmatic Metrics:	Q1	Q2	Q3	Q4
Number of clients existing shelter into housing				
Number of new clients this quarter				
Number of clients provided with housing assistance				

Quarterly Questions for Funders:	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. What % of program funding does this contract provide as a percent of the total program budget?				
2. Please describe the ways in which this funding helps meet program goals:				
3. Please briefly describe any gaps or areas of need that you are noticing emerge in the community:				
4. This contract is funded by tax dollars. If you are able to share a success story of this program that we can share with the public.				

EXHIBIT B-3
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 and Diversion Services:
 - o : 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.
 - o Diversion Services: rapid homeless resolution where/when possible. These efforts can include the following: reunification, rental assistance, car repairs, etc. that are in compliance with allowable activities.
- 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 and Diversion Services 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 Diversion Services) 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
 - o Screening date
 - o Demographics
 - o Type of residence (i.e., homeless, institutional, temporary or permanent housing situation)
 - o Length of time homeless
 - o Connection to Boulder County
 - o Number of homeless episodes in past three years
 - o 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.
 - o Financial assistance amount
 - o Conflict mediation
 - o Connection to mainstream resources (as noted by enrollment in Medicaid, SNAP, etc. during program enrollment period)
 - o 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 and Diversion Services, navigation, and housing-focused shelter – working as intended?
 - o **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.
 - o **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?
 - o **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.
 - o **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?
 - o **Data source:** Coordinated Entry and Diversion Services screening data (in Boulder County Connect)
 - o **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?
 - o **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.
 - o **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?
 - o **Data source:** Boulder County Connect service disbursement data by program type (diversion, navigation, program-based shelter)
 - o **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?
 - o **Data source:** Interviews with program staff and focus groups with program participants.
 - o **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 and Diversion Services being accepted?
 - o **Data source:** Boulder County Connect referral and program enrollment data.
 - o **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?
 - o **Data source:** Coordinated Entry and Diversion Services screening data and high utilizer lists.
 - o **Analysis:** Compare need characteristics of those on the high utilizer list who have been screened by Coordinated Entry and Diversion Services to those who are not on the high utilizer list.
- Does the screening tool accurately assess level of need?
 - o **Data source:** Coordinated Entry and Diversion Services screening data and subsequent assessment data (e.g., VI-SPDAT)
 - o **Analysis:** Compare the results of the Coordinated Entry and Diversion Services 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?
 - o **Data source:** Boulder County Connect destination field, housing exit data as available.
 - o **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?
 - o **Data source:** Re-screenings for Coordinated Entry and Diversion Services in Boulder County Connect.
 - o **Analysis:** Determine the percentage of clients who have been rescreened through Coordinated Entry and Diversion Services (recidivism rate).
- What trends do we observe in utilization of emergency services?

- o **Data source:** municipal and county justice system data, emergency medical data, and Boulder County Connect data (requires both historical and current data)
- o **Analysis:** plot trends in average utilization of emergency service services for clients served by system over time
- o **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?
 - o **Data source:** Boulder County Connect data (i.e., SNAP, Medicaid, etc.)
 - o **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.