

Housing & Behavioral Health Contract Guidance Manual

Program Expectations

1. STAFFING
 - a. Hire and maintain staffing appropriate to serve the proposed number of households.
 - b. Job Descriptions: keep on file job descriptions for all personnel related to the program to include the date created, date reviewed, or date revised, duties, responsibilities, authority, and performance expectations.
2. TRAINING DOCUMENTATION: Contractor is to keep a training log for all program staff. All new staff follow a standard on-boarding training and systems are in place to train staff on policies and procedures, housing diversion, intake forms, customer service, de-escalation techniques, trauma informed care, mental health first-aid, HMIS (Homeless Management and Information Systems data base), data timeliness, motivational interviewing, quality improvement and client file documentation. Additional training topics may be customized depending on the needs of the agency or clients.
3. PROGRAM RECRUITMENT AND ENROLLMENT
 - a. Policies and procedures relating to prioritization, enrollment criteria and program denial procedures
 - b. Reach and maintain program enrollment to achieve or exceed the goal listed in the RFP application (projected households served).
 - c. Maintain a marketing and outreach plan on file or as part of the policies and procedures
 - d. Perform and document outreach activities to community providers or providers in neighboring counties if services are not provided or there is limited capacity in Mason County.
 - e. Low barrier programs and services
 - f. Participation in and collaboration with Coordinated Entry
 - g. Inter-Agency collaboration that improves program enrollments
4. VOLUNTARY SERVICES: Services will be provided to program participants on a voluntary basis.

Fiscal and Programmatic Requirements:

Agencies that receive Consolidated Homeless Grant funds are also held to all requirements in the contract between Mason County and the Department of Commerce and the most current version of the Consolidated Homeless Grant Guidelines.

All COUNTY provided templates must be used and not modified without the expressed, written permission from the COUNTY. The COUNTY has the right to change the reporting requirements with notification to contractor.

1. **Monthly Financial Invoice and Line Item Reports:**
 - a. All invoices and reports must be accurate, complete and received to a satisfactory level before invoices will be processed.
 - b. CONTRACTOR will submit monthly Financial Line Item Reports using the template provided by the COUNTY as close to the first (1st) of each month as possible. The county has one to two vendor payment dates each month. The due dates and payment dates vary each month. If the first due date is missed, and all invoices and reports are satisfactory, the invoice will be processed on the next vendor cycle. For a list of vendor payment due dates, CONTRACTOR may contact the financial assistant for Mason County Community Services.
 - c. The CONTRACTOR may not manipulate, change, or adjust the template without prior written permission from the County.

2. **Monthly Program Enrollment and/or Housing Placement Report:** Contractor will use the templates provided by Mason County and will include a breakdown of all subpopulation groups the program serves: Adult, Family, Youth, Chronically Homeless and Veterans. The earlier the Monthly Enrollment Numbers are submitted the earlier the invoices can be approved for processing. The monthly enrollment report will include a breakdown of all subpopulation groups the program serves: Adult, Family, Youth, Chronically Homeless and Veterans. It will also include a referral and enrollment tracking.

3. **Quarterly Performance Report** will include a breakdown of all subpopulation groups the program serves: Adult, Family, Youth, Chronically Homeless and Veterans. This report will also include progress on program specific goals listed under “Program Goals” in the Scope of Service.
 - i. Exits to Permanent Housing
 1. Emergency Shelter = 50%
 2. Rapid Rehousing = 80%
 3. Transitional Housing = 80%
 4. Increase percentage of exits to permanent housing from all housing intervention projects to the level of the top performing 20 percent of homeless crisis response systems nationwide.
 - ii. Unsheltered Prioritization: Serving at least 60% unsheltered homeless households
 - iii. Returns to Homelessness
 1. Rapid Rehousing and Transitional Housing \leq 5%
 2. Emergency Shelter \leq 10%
 - iv. Shelter Utilization: 95% utilization rate by bed for adult shelters and room occupancy for family shelters.
 - v. Data Quality
 1. Rapid Rehousing and Transitional Housing Destination \leq 5% unknown responses
 2. Emergency Shelters \leq 20% unknown responses
 - vi. Data Timeliness: All program staff must enter/update project participant household data into HMIS within 7 calendar days following the date of project enrollment/exit.

4. **Landlord Outreach:** Documentation will include the date of the outreach and type. Any events will also include a sign-in sheet as supporting documentation. Outreach includes, but is not limited to, events, newsletters, in-person meetings, associations, and group meetings. CONTRACTOR is encouraged to partner with other providers to satisfy this requirement and maximize participant benefits. Include Mason County Program Coordinator on all electronic outreach efforts.
5. **Bi-annual Program Narrative Report:** Contractor will submit TWO (2) Program Narrative Reports on January 10 and July 10. While this report is submitted bi-annually, it is meant to be accumulative in the data, reflection and analysis of trends to include quarterly data comparisons so that a “year-end” report will result with the final submission. The report is expository in nature and must follow this format:
 - a. Introduction: Brief organization and program overview
 - b. Methods: What your program does and how
 - c. Results: program results displayed by quarter using tables, charts, and graphs with brief descriptions
 - d. Discussion: Conclusion and analysis of how the program is tracking toward target outcomes to include trends, challenges, successes, and insights of addressing the community need the program is working to solve.
 - e. Success Story: Sample of clients’ success story (Non-identifiable information)
6. **Coordinated Entry.**
 - a. All agencies awarded 2163 Local Document Recording fees are required to participate in Coordinated Entry. Participation means CONTRACTOR will send and receive referrals to and from Coordinated Entry. Any person that is exiting a program into homelessness, is at-risk of homelessness or temporary housing must be referred to coordinated entry.
 - b. Agencies awarded funding to operate Coordinated Entry must comply with all HUD and the Washington State Coordinated Entry Guidelines. Additional expectations of Coordinated Entry:
 - i. Create and maintain a pocket-sized Mason County housing and food services resource card for people in a housing crisis to connect with immediate needs (food and shelter). Items to include, but not limited to phone numbers and hours of operation for Coordinated Entry, Shelters, Food Banks, and community meals.
 - ii. Develop a regular visit schedule of at least once per week, but not less than once per month at places such as Veterans Memorial Hall, DSHS, HEN program, Community Lifeline, food banks, tribes, jail, and hospital emergency room.
 - iii. Organize and conduct the case staffing meetings. Measured by documentation of the frequency of the meetings and provider attendance.
 - iv. Develop multiple access points to ensure a “no wrong door” approach is employed, and intakes/referrals are seamless for potential households that present as homeless or imminently at-risk of homelessness.
 - v. Referrals and enrollments will be tracked for literally homeless households.
 - c. The lead coordinated entry agency will:
 - i. Organize and manage the activities of the Coordinated Entry Advisory Board

- ii. Oversee the Point in Time Homeless Census Count and the PIT Complete Count Committee to ensure a complete and accurate count of people experiencing homelessness
- iii. Build and maintain active lists, oversee By-name meetings of people experiencing homelessness, and ensure key stakeholders are part of these meetings
- iv. Track the homelessness status of all households, engagements and housing placements for each household and submit a quarterly report with this data.
- v. Secure MOU's with access points.

7. **Annual Point in Time Count (PIT Count):** Ensure a comprehensive and accurate count of person experiencing homelessness across all target populations. Crossroads Housing and Community Lifeline are the lead agencies in the organization and implementation of the Point in Time Count. All recipients of 2163 Local Document Recording fees are required to partner with Crossroads Housing and Community Lifeline, in a leadership capacity, to aid in the planning through implementation of events, outreach, marketing, and count surveys. The ability to connect with and survey/count people experiencing homelessness is a demonstration of the organizations' relationships with their population(s) served and is a factor used to determine future funding from the state. Further expectations are outlined in the RFP Disclosure documents.

The PIT Count planning team can be viewed as a subset of Complete Count Committees (part of U.S. Census) – These committees play an integral part in each community in ensuring a complete and accurate count of the community, and specifically work toward increasing participation with hard-to-count groups such as immigrants, the homeless and children younger than 5.

Lead role in the annual Point in Time Homeless Census Count to accurately count persons experiencing homelessness in the populations served.

- PIT Count Report by lead agency for all events, at a minimum and due by February 15:
 - Events held and a summary of the events, for each event and totals:
 - Total number of event participants
 - Unsheltered Homelessness
 - Sheltered (includes emergency shelters, domestic violence shelter and transitional housing)
 - Chronically Homeless
 - Veterans
- All PIT Count forms are turned into Mason County within 30 days of the PIT Count event.

8. Data Quality

CONTRACTOR agrees to meet all data entry timeliness standards for HMIS, to run monthly data quality reports and notify the COUNTY if any updates need to be made to your Agencies Projects or if you need any Projects added.

1. CONTRACTOR agrees to conduct internal data quality and timeliness checks monthly.
2. Contractor agrees to implement processes and internal checks to ensure data timeliness benchmarks are met, namely the entry of client data within 13 days of meeting. CONTRACTOR agrees to respond to any data timeliness reports within five (5) business with a plan to correct any records entered 14 or more days from meeting with the client.
3. Contractor is expected to run the Annual Performance Report in HMIS to monitor data quality monthly and email this to the Mason County Program Coordinator no later than the 10th of each month to verify this has been completed and write a plan to correct data entry errors.
4. CONTRACTOR agrees to participate in all Department of Commerce quarterly data quality checks and data integrity for special reports such as Annual Point in Time Count, Housing Inventory Count and Annual Performance Report. CONTRACTOR is expected to communicate with the COUNTY within 5 business days from the date of contact to resolve any reporting issues and concerns.

Focus on these type codes: Street Outreach, Emergency Shelter, Transitional Housing, PH – Rapid Re-Housing, PH – Permanent Supportive Housing, PH – Housing with Services and PH – Housing Only. The other type codes matter as well, but the ones listed are most important.

- Run the **[GNRL-106] Program Roster** in HMIS (under Program Based Reports). Enter anyone who is currently being served in your project but is not in HMIS yet. Exit anyone who is no longer being served by your project. Make sure the entry and exit dates are correct.
- Run the **[HUDX-225] HMIS Data Quality Report** in HMIS (under HUD Reports), update records with errors, paying special attention to any element that shows over a 5% error rate (ignore name, SSN and DOB error rates for consent refused/anonymous records). Here is a link to the reference tool that will explain the different sections of the report: <https://get.clarityhs.help/hc/en-us/articles/115012435727--HUDX-225-HMIS-Data-Quality-Report> the PDF version is attached above.
- Run the **[GNRL-220] Program Details Report** (under Program Based Reports) in HMIS, keep these fields in mind:
 - Housing move-in date (element 3.20) for Rapid Re-housing and other Permanent Housing projects. Don't forget this important update! If this is blank it looks like the participant was never housed by your project.
 - Update Income and non-cash benefits before exiting (where required) – this is especially important for Continuum of Care-funded projects which are scored on this measure

- Enter a real exit destination – don't choose don't know, refused, data not collected, no exit interview completed, or "other" whenever it's avoidable.
- Living Situation (element 3.917) for all projects – don't choose don't know, refused or data not collected whenever it's avoidable.
- Household "groups" – is everyone enrolled in the project in the same group? This helps determine Household type, it's important to make sure it's right.

9. Contract Monitoring

All Consolidated Homeless Grant contracts will be monitored to the Consolidated Homeless Grant Guidelines.

All contracts funded with Local Document Recording fees may be monitored to compliance with some or all the following:

- Client Files
 - Client File Checklist, that at a minimum, includes the following items:
 - HMIS ROI and informed consent form
 - Household program eligibility
 - Landlord habitability certification
 - Lease, certification of payment obligation, or housing agreement
 - Household rent or stipend subsidy determination
 - Assessment and housing stability plan
- Finances
- General operations, adherence to contract, and policies and procedures

AUDIT PROVISIONS, CONTRACT MONITORING, NON-COMPLIANT STATUS AND NON-COMPLIANT COURSES OF ACTION

1. **Contract Monitoring.** COUNTY will monitor CONTRACTOR compliance with the general terms, conditions, and requirements of this contract through audits (remote or on-site), and all reporting and financial activity through review of the following, though not limited to; CONTRACTOR monthly financial and enrollment reports, general ledger transaction detail, quarterly narrative reports, and meetings with CONTRACTOR. Contracts that are in non-compliance are at-risk of not qualifying for additional funding through the Request for Proposal Process.
2. **Corrective Action:** assessed monthly with the submission of financial invoices and performance reporting. Corrective Actions are reserved for contract issues that are behavioral in nature. The steps are progressive, and the CONTRACTOR will remain in the non-compliance status corresponding to the infractions and delinquencies outlined below.
 - a. In-Compliance
 - b. Corrective Action Status
 - c. Probation Status
 - d. Reduction in Funding
 - e. Early Termination

3. Non-Compliance Corrective Action Steps:

- a. **First Offense:** Late submissions, not following directions, missing documents, incomplete documents, low meeting attendance, acts of defiance, and/or discrepancies. CONTRACTOR will have five (5) business days to fix and return to a satisfactory level. If not fixed to a satisfactory level within five (5) business days, CONTRACTOR must submit a **Corrective Action Plan** and is now in a **Corrective Action Status** and will remain in this status.
- b. **Second Offense** (consecutive or non-consecutive): Late submissions, not following directions, missing documents, incomplete documents, acts of defiance, and/or discrepancies. CONTRACTOR will have 5 business days to fix and return to a satisfactory level. If not fixed to a satisfactory level within five (5) business days, a withhold of payment action will go into immediate effect. Payments will be withheld until all invoices and/or reporting is completed to a satisfactory level. CONTRACTOR remains in Corrective Action Status.
- c. **Third Offense:** Probation Status. CONTRACTOR will have five (5) business days to fix and return to a satisfactory level. If not fixed to a satisfactory level within five (5) business days, the withhold of payment action will continue. Payments will be withheld until all invoices and/or reporting is completed to a satisfactory level. CONTRACTOR remains in Probation Status.
- d. **Fourth Offense:** Reduction in Funding Status. 20% reduction in funding over the remaining contract balance. CONTRACTOR will have five (5) business days to fix and return to a satisfactory level. If not fixed to a satisfactory level within five (5) business days, the withhold of payment action will go into immediate effect. Payments will be withheld until all invoices and/or reporting is completed to a satisfactory level. CONTRACTOR remains in Reduced Funding Status. CONTRACTOR may apply for funding on the next Request for Proposal cycle, but future funding awards will be impacted.
- e. **Fifth Offense:** Grounds for early contract termination. If the contract is terminated early, the CONTRACTOR will be notified and expected to follow all contract obligations under the contract close-out clause. CONTRACTOR may apply for funding on the next Request for Proposal cycle but will start the contract term on probationary status.

4. Performance Improvement Plan Status: assessed monthly and quarterly with the submission of performance reports. Performance Improvement Plans are reserved for contract issues that impact deliverables around numbers served.

- a. **In Compliance**
- b. **Step 1: Monitoring Status** - monthly performance is below 85% of projection. CONTRACTOR must submit an Action Plan to improve performance that is subject to monthly reviews with COUNTY staff. The Plan shall: cite and describe the Contractor's specific area(s) in need of improvement, including, though not limited to: compliance with contract requirements, model fidelity, Performance progress, financial activity, and/or enrollment performance in need of improvement. For the specified area(s) in need of improvement, the Plan shall provide metrics or benchmarks to serve as indicators of satisfactory improvement. Identify corrective action items and/or steps the Contractor shall comply with to address cited areas in need of improvement. The plan shall also identify technical assistance and/or other supports designated to be made available to the

Contractor by COUNTY to assist the Contractor in achieving satisfactory improvement. Outline a timeline for the completion of the Performance Improvement Plan by the Contractor.

- c. **Step 2: Performance Improvement Plan Status** – assessed at quarterly benchmarks. CONTRACTOR must submit a Performance Improvement Plan. CONTRACTOR will participate in a monthly Performance Improvement Plan meeting with COUNTY staff. The purpose of the meeting is to discuss the plan; gather information and feedback from the CONTRACTOR; share and review COUNTY data; other available program data; and other information related to areas in need of improvement which may be used to inform, evaluate and update the Performance Improvement Plan.
 - d. **Step 3: 20% reduction in funding** over the balance of the contract if CONTRACTOR'S performance remains below projections for two or more quarters.
 - e. **Early Contract Termination.** COUNTY may terminate this contract prior to the end of the Term if satisfactory progress toward the goals of the Performance Improvement Plan is not met by the CONTRACTOR, and/or if the Contractor is not able to or is not cooperative in development and Performance of the Performance Improvement Plan.
 - f. **Transition off Performance Improvement Plan Status:** If satisfactory improvement in the specific area(s) indicated in Plan is met by the CONTRACTOR, within the timeline for completion of the Plan, the CONTRACTOR shall be transitioned out of Performance Improvement Status. COUNTY will provide the CONTRACTOR written notice of this transition once it has determined satisfactory improvement has been met following the timeline for completion of the Plan.
- 5. Contract Close-Out:** In the event a CONTRACTOR is delinquent on final contract close-out invoicing and/or reporting, and they have been re-funded whether it is the same or a different program, the current contract will start in probation status under the Non-Compliance Corrective Action Steps. Under this condition, any missed deliverable or act of non-performance can lead to early termination.

CONTRACTOR has until July 31 to close out previous contract by submitting all invoices and reports to a satisfactory level. COUNTY is not obligated for payment beyond this period. If funding has been awarded for the next grant term and there are outstanding invoices or reports that are not cleared to a complete and satisfactory level by July 31, the CONTRACTOR will start the new contract term in Probation Status.