

APPENDIX B -

**EMERGENCY TRANSITIONAL HOUSING SHELTER OPERATIONS GRANT
(ETH) SCOPE OF WORK**

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1.0 SCOPE

1.1 BACKGROUND

- 1.1.1 Delaware Department of Health and Social Services (DHSS), the largest cabinet department, was created in 1970. Its mission is to improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations. There are 11 Divisions within DHSS plus the Office of the Secretary, which integrates the activities of separate divisions/units.
- 1.1.2 The Division of State Service Centers (DSSC) helps people in crisis find the information they need, when they need it most. The mission of the Division of State Service Centers is to provide convenient access to human services, assist vulnerable populations, support communities, and promote volunteer and service opportunities.
 - 1.1.2.1 The goals of the Division of State Service Centers are to:
 - 1.1.2.1.1 Target and provide services and resources to those individuals and families in greatest need.
 - 1.1.2.1.2 Effectively use public and private resources to mitigate the causes and conditions of poverty in Delaware.
 - 1.1.2.1.3 Deliver high impact services that support and meet the expectations of all our internal and external customers and stakeholders, this to better advance our mission in the present, with an eye toward the future.
 - 1.1.2.1.4 Increase access to information regarding services via effective communication networks and increased technological capacity.
 - 1.1.2.1.5 Ensure operational effectiveness, efficiency and excellence for all DSSC programs.
 - 1.1.2.2 DSSC houses the Office of the Director, Family Support Services, State Office of Volunteerism, and the Office of Community Services.
- 1.1.3 The Office of Community Services (OCS) provides a range of services to low-income Delawareans that are targeted and designed to allow them to develop the capacity to improve their standard of living and become more self-sufficient. The services in some cases are critical in that they include crisis alleviation from utility shut off, homelessness prevention, and an array of support services to assist in creating more stable families and communities. The OCS administers the Emergency Transitional Housing Shelter Operations Grant (ETH); Emergency Housing Assistance Fund; Community Service Block Grant; Community Food and Nutrition Program; Low-Income Home Energy Assistance Program; Family Visitation Program; Adopt-A-Family; and Pass-through grants. All OCS services are provided contractually through a statewide network of private, non-profit, and community organizations.

1.2 OVERVIEW

- 1.2.1 This statement of work (SOW) covers the administration of the Emergency Transitional Housing Shelter Operations Grant (ETH). The Emergency Transitional Housing Shelter Operations Grant is 100% State General Funds. These funds are intended to assist agencies as they serve families and individuals experiencing homelessness through Trauma-Informed Approach program services. Effective October 2018, [Executive Order #24](#) was signed making Delaware a Trauma-Informed State. The purpose of the order is to build resilience in children, adults, and communities who have experienced trauma. First, organizations providing Emergency and Transitional Housing Services to adults and children **must** become **trauma aware** on how trauma impacts clientele and staff. Awareness should be attained by basic training on trauma and trauma-informed care. Second, organizations **must implement trauma-informed approach practices** in their

policies and procedures which in turn include the processes of outputs and systems made available to clientele and staff (Refer to the [Delaware Developmental Framework for Trauma-Informed Care](#)). The Department has awarded and will award bidders for specialized program services serving specific vulnerable populations. Special considerations will be given to providers addressing youth homelessness in the State of Delaware through Trauma Informed Approach program services leading to self-sufficiency.

- 1.2.2 Delaware Department of Health and Social Services, Division of State Service Centers, Office of Community Services (The Department) administers these funds.

1.3 DEFINITION

- 1.3.1 **Emergency Housing Shelter Programs.** "Emergency housing shelter" means any facility operated by a qualified organization which provides food, sleeping quarters and counseling support services for adults and children who find themselves temporarily without a form of shelter from the elements. The shelter must be a facility which meets all local building codes, and each person's stay in the shelter is not to exceed a period of 90 days (per [TITLE 29, State Government, Departments of Government, CHAPTER 79. DEPARTMENT OF HEALTH AND SOCIAL SERVICES, Subchapter IV. Emergency Housing Fund § 7951. Definitions](#); per [TITLE 29, State Government, Departments of Government, CHAPTER 79. DEPARTMENT OF HEALTH AND SOCIAL SERVICES, Subchapter V. Minimum Standards for Congregate Housing Facilities for the Homeless § 7960-7968.](#))

- 1.3.1.1 Emergency Shelter programs provide shelter to single adult males and females, unaccompanied youth, families, and victims of domestic violence on a daily basis. Emergency Shelter programs are expected to engage clients in accessing support services and to provide linkage to community and housing services using a Trauma-Informed Approach (as feasible).

- 1.3.1.2 Key Services in Emergency Housing Shelter Programs include:

- 1.3.1.2.1 Benefits assessment and linkage to mainstream resources.
 - 1.3.1.2.2 Housing services, including the creation and implementation of a housing stability plan. Program participants are to be linked to rapid-re-housing programs (if available) as well as other permanent housing placement options.
 - 1.3.1.2.3 Engaging targeted households in accessing support services and to provide linkage to Rapid-Re-housing services (as feasible).
 - 1.3.1.2.4 Crisis intervention services, as applicable.
 - 1.3.1.2.5 Case Management services to include the development of individual case plans for all residents containing measurable objectives with an ultimate goal of self-sufficiency. Objectives may include, but are not limited to, counseling, access to government benefits, employment, education, daycare, and parenting skills.
 - 1.3.1.2.6 Family preservation for programs that serve families. These programs must be prepared to serve children up to the age of 18 regardless of gender.

- 1.3.2 **Transitional Housing Programs.** Transitional housing is housing combined with supportive services on a temporary basis. Transitional housing can be provided in one structure or several structures, at one site or in multiple structures at scattered sites. The traditional length of stay at Transitional Housing ranges from 1-24 months. The supportive services may be provided by transitional housing programs using a Trauma-Informed Approach (as feasible) or coordinated by them and provided by other service agencies.

Any re-housing should occur in appropriate permanent housing and services must include and focus on client stabilization, assessment, and referrals to community resources using a Trauma-Informed Approach (as feasible).

1.3.2.1 Key Services in Transitional Housing Programs include:

- 1.3.2.1.1 Housing services, including housing location. Program participants are to be linked to rapid-re-housing programs (if available) as well as other permanent housing placement options.
- 1.3.2.1.2 Case Management services to include the development of individual case plans for all residents containing measurable objectives with an ultimate goal of self-sufficiency. Objectives may include, but are not limited to, counseling, access to government benefits, employment, education, daycare, and parenting skills.
- 1.3.2.1.3 Crisis intervention services, as applicable.
- 1.3.2.1.4 Benefits assessment and linkage to mainstream resources.
- 1.3.2.1.5 Family preservation for programs that serve families. These programs must be prepared to serve children up to the age of 18 regardless of gender.

1.4 SERVICE AREA

- 1.4.1 Vendor will provide services at their proposed location. Services will be targeted to individuals and families experiencing homelessness statewide.

1.5 SERVICE PERIOD

- 1.5.1 Service period is one contract year. Service period begins from July 1st through June 30th of the same state fiscal year with option to extend the services for a total of five years, including the base year, contingent upon the availability of appropriated funds and performance of the Vendor (see section 5.0 for Performance Measurements).
- 1.5.2 The service will be renewable each state fiscal year at the option of The Department.
- 1.5.3 Vendor shall submit a Work Plan and costing and pricing data annually to The Department before it will exercise an option to extend the contract.

2.0 APPLICABLE DOCUMENTS

2.1 GOVERNMENT DOCUMENTS

- 2.1.1 Delaware Code (View Delaware Code Online at <http://delcode.delaware.gov/>).
 - 2.1.1.1 Title 6, Commerce and Trade, Chapter 46, "Fair Housing Act".
 - 2.1.1.2 Title 29, State Government, Departments of Government, Chapter 79, Department of Health and Social Services, Subchapter IV, "Emergency Housing Fund".
 - 2.1.1.3 Title 29, State Government, Departments of Government, Chapter 79, Department of Health and Social Services, Subchapter V, "Minimum Standards for Congregate Housing Facilities for the Homeless" of the Delaware Code that was signed into law in July of 1990.
- 2.1.2 The McKinney-Vento Homeless Assistance Act-as amended by S. 896 The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 SEC. 103. [42 USC 11302]. GENERAL DEFINITION OF HOMELESS INDIVIDUAL. (View online at http://portal.hud.gov/hudportal/documents/huddoc?id=HAAA_HEARTH.pdf).

3.0 REQUIREMENTS FOR SERVICES

Payments for the following months may be withheld if the Vendor fails to comply with these requirements.

3.1 GENERAL REQUIREMENTS

3.1.1 Vendor shall submit annual Work Plan for providing all labor, supervision, supplies and materials to conduct ETH services, including:

3.1.1.1 Program Description

- 3.1.1.1.1 Detail how program staff will interact with management staff within the agency to ensure effective communication.
- 3.1.1.1.2 Describe the operation of the program, including how the program will be publicized, what fees if any will be charged, and how the project will be organized (by age groups, activities, special needs).
- 3.1.1.1.3 Provide a detailed narrative description of the project.
- 3.1.1.1.4 Include a comprehensive narrative description of the day-to-day operations of the project (describe the project in its entirety and all support services for participants from referral to discharge and follow-up). Describe the intake process, including eligibility criteria, how the agency will interface, cooperate, and comply with Centralized Intake, and its plan to document homelessness.
- 3.1.1.1.5 Describe the Target Population for whom services will be provided.
- 3.1.1.1.6 Describe why the project is needed and how it will meet the needs of the target population you indicated.
- 3.1.1.1.7 Describe the physical location(s) of the project. Identify the project location. Indicate how participants will get to the project site.
- 3.1.1.1.8 Provide project operation hours (Days and Hours of Operation).
- 3.1.1.1.9 Include a description of any services that will be available to assist participants to stabilize their housing and increase their ability to live independently.
- 3.1.1.1.10 Identify all services that will be provided, by whom, funding supporting the service, and whether the services will be provided on or off-site.
- 3.1.1.1.11 Describe how the project will comply with all Federal and State Regulations identified in Section 2.0.
- 3.1.1.1.12 Describe how the project will comply with all requirements referenced in Section 3.0.

3.1.1.2 Program Implementation

- 3.1.1.2.1 Provide a detailed timeline that demonstrates the agency's ability to implement this project in a timely fashion.
- 3.1.1.2.2 Discuss the agency's plan to fully expend all of the funds within 12 months of the anticipated contract start date.
- 3.1.1.2.3 Describe the plan to ensure stable project participation levels thereby assisting with timely expenditure of funds. The plan should address participant turnover procedures.
- 3.1.1.2.4 Describe the procedure for handling program participation termination and other participant issues that may arise (i.e., non-compliance, behaviors that endanger self or others, etc.).
- 3.1.1.2.5 Detail the plan for emergency procedures. Describe any special considerations based on the needs of the target population. (i.e., after hour emergencies).

- 3.1.1.2.6 Provide a comprehensive narrative of the Vendor's ability to undertake the financial aspect of administering the project.
- 3.1.1.2.7 Provide a brief narrative describing the anticipated average length of stay/engagement for participants.
- 3.1.1.2.8 Describe the plan to manage and maintain connections to mainstream resources and the community-at-large.

3.1.1.3 Program Outcomes

- 3.1.1.3.1 Provide expected results for the households to be served and the potential for achievement of these results. Responses should be measurable and recognize Trauma-Informed Approach practices and Permanent Re-housing as the common goal.
 - 3.1.1.3.2 Describe what form of follow-up verification the Vendor will use to show the extent to which the Vendor has achieved the anticipated results.
 - 3.1.1.3.3 Describe how the Vendor addresses the factors that have affected the households' ability to maintain permanent housing.
 - 3.1.1.3.4 Describe how the program will assist households to obtain self-sufficiency or a greater level of independence. Vendor will provide statistical information detailing the anticipated program goals and charting of milestones.
 - 3.1.1.3.5 Explain how Vendor will monitor the success of program participants and modify the program based on lessons learned.
- 3.1.2 Vendor shall participate in meetings, technical assistance, and any service activities as directed by The Department.
 - 3.1.3 Vendor shall acknowledge The Department as a funding source in all publicity pertaining to ETH.
 - 3.1.4 Vendor shall participate in the annual Point-In-Time Study.
 - 3.1.5 Vendor will maintain formal written linkage agreements with support service providers that have available and accessible services for targeted households within the specific geographic region. Types of services include behavioral health services, case management, childcare, education services, employment and job training, life skills training, health services, legal services.
 - 3.1.6 Vendor will maintain formal written linkage agreements with Rapid Re-housing service providers (as feasible).
 - 3.1.7 Vendor shall participate in the statewide centralized intake program and comply with its policies and procedures as created by Delaware's Continuum of Care.
 - 3.1.8 Vendor at congregate housing facilities (as identified in Section 2.0), shall provide at least two nutritionally balanced meals to residents daily;
 - 3.1.9 The Vendor shall develop individual case plans for all program participants containing measurable objectives with an ultimate goal of self-sufficiency. Objectives may include, but not limited to, counseling, access to government benefits, employment, education, daycare, parenting skills and permanent housing.
 - 3.1.10 Vendor must use the funds to support operating costs required to provide adequate room and board, resident supervision, case management services, maintenance, and management for designated Emergency Shelter Housing and Transitional Housing programs.
 - 3.1.11 Vendor at Emergency housing shelter Programs shall, during an officially declared weather-related (extreme heat or cold) state of emergency, cooperate with state and/or local officials by remaining open all day to program participants currently residing within the shelter.
 - 3.1.11.1 The Vendor shall cooperate with state and/or local officials to shelter additional homeless residents if such space at the shelter exists. New program participants brought into the shelter under the terms of adverse weather conditions must receive an intake by shelter personnel and are required to abide by all shelter guidelines.

- 3.1.11.2 Criteria for admission and legal capacity requirements shall not be altered to accommodate new program participants.
- 3.1.12 Vendor shall adhere to all regulations as identified in Section 2.0.
- 3.1.13 Vendor shall adhere to all reporting requirements as outlined in Section 4.0.
- 3.1.14 Vendor shall cooperate with and provide requested information to The Department regarding Performance Measurements as identified in Section 5.0.

3.2 ACTIVITY SCHEDULE / TIMELINE.

	ACTIVITY	TIME
3.2.1	Client ETH Service Operation	Daily 1 July -30 June
3.2.2	Submit Administrative Invoices to DSSC/OCS	10 th of every Month
3.2.3	Comply with Centralized Intake Procedures (with exception to shelter projects identified in section 3.4.2) to include daily entry into CMIS	Daily 1 July-30 June
3.2.4	Data-Enter all CMIS Reporting as outlined in Section 4.3	5 th of every month
3.2.5	Correct any discrepancies identified by CMIS database administrator	14 th of every month
3.2.6	Submit Quarterly Information into Community Management Information System (CMIS) for DSSC/OCS statistical reports (If emergency housing shelter is a Domestic Violence Project, statistical information is submitted to the CMIS database manager via e-mail):	Quarterly
3.2.6.1	1 st Quarter CMIS Report (July, August, September)	9 October
3.2.6.2	2 nd Quarter CMIS Report (October, November, December)	9 January
3.2.6.3	3 rd Quarter CMIS Report (January, February, March)	9 April
3.2.6.4	4 th Quarter CMIS Report (April, May, June)	9 July
3.2.7	Submit Quarterly SSPR to DSSC/OCS	Quarterly
3.2.7.1	1 st Quarter SSPR (July, August, September)	15 th October
3.2.7.2	2 nd Quarter SSPR (October, November, December)	15 th January
3.2.7.3	3 rd Quarter SSPR (January, February, March)	15 th April
3.2.7.4	4 th Quarter SSPR (April, May, June)	15 th July
3.2.8	Participate in Annual Point-In-Time Study	As scheduled by Housing Alliance during last 10 days of January
3.2.9	Participate in Annual Monitoring and Evaluation	As scheduled by ETH Program Manager
3.2.10	Participate in all meetings and trainings	As directed by ETH Program Manager

3.3 PROHIBITED ACTIVITIES

- 3.3.1 Vendor shall not have a policy requiring residents to vacate their shelter during the day, with the exception of general maintenance and cleaning of the facility, special circumstances, or emergencies.
- 3.3.2 Vendor shall not have a policy that restricts individuals or families from receiving services once per 12-month time period.
- 3.3.3 ETH funds shall not be used for Motel/Hotel stays.

3.4 ELIGIBILITY REQUIREMENTS

- 3.4.1 Vendor must be actively providing services to individuals and families experiencing homelessness as defined by: ***The McKinney-Vento Homeless Assistance Act-as amended by S. 896 The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 SEC. 103. [42 USC 11302]. GENERAL DEFINITION OF HOMELESS INDIVIDUAL.***
- 3.4.2 Centralized Intake
 - 3.4.2.1 Vendor must only take referrals from Centralized Intake, with the following exceptions:

- 3.4.2.1.1 Domestic Violence Projects are exempt from the aforementioned mandate.
- 3.4.2.1.2 Licensed Runaway Youth and Transitional Age Youth Shelter Projects are exempt from the aforementioned mandate as it relates to receiving sole referral admissions from Centralized Intake.
- 3.4.2.1.3 Vendor must follow all policies and procedures of the Centralized Intake Provider (presently Housing Alliance Delaware) as it relates to admitting program participants during the non-operating hours of Centralized Intake.

4.0 REQUIREMENTS FOR INVOICING AND REPORTING

Payments for the following months may be withheld if the Vendor fails to comply with these requirements.

4.1 GENERAL REQUIREMENTS FOR INVOICING AND REPORTING

- 4.1.1 All monthly financial invoices, reports and correspondence relating to this Contract must be mailed to the Division of State Service Centers, Office of Community Services (DSSC/OCS) at the following address:
 - 4.1.1.1 DHSS / DSSC / Office of Community Services
1901 N. DuPont Highway
Charles Debnam Building
New Castle, DE 19720-1100
Attn: OCS Administrative Assistant II
- 4.1.2 All invoices, reports, documents provided in response to an audit, and any documentation provided to the Department pursuant to any contractual obligation as set forth herein, including any chart or compilation of data, report, or other document produced by the Vendor for presentment to the Department shall contain, in a prominently displayed location, the following written certification:
 - 4.1.2.1 "I hereby certify that the information reported herein is true, accurate, and complete. I understand that these reports are made in support of claims for government funds."

4.2 INVOICING REQUIREMENTS

- 4.2.1 Vendor shall submit monthly invoices to DSSC/OCS, Administrative Assistant.
 - 4.2.1.1 Vendor shall submit one signed original monthly financial invoice by the 10th of every month for the costs incurred during the preceding month.
- 4.2.2 All the invoices sent to the Office of Community Services shall include the invoice cover page on the agency letterhead with the following information:
 - 4.2.2.1 Contract number.
 - 4.2.2.2 Invoice number shall be in the format of (Vendor Name/ETH-Contract Year (2021)-monthly invoice number (0720, 0820, 0920, 1020, 1120, 1220, 0121, 0221, 0321, 0421, 0521, and 0621).
 - 4.2.2.3 Date invoice sent.
 - 4.2.2.4 Cost incurred per budget cost category.
 - 4.2.2.5 Total amount of cost incurred for month.
 - 4.2.2.6 Signature of the Designated Authority.
- 4.2.3 The purpose of each invoice shall be to assist in the cost of operating one or more of the sites identified in the Vendor's Work Plan/Services Description in accordance with minimum legal standards, as applicable. Expenses must be invoiced in specific cost categories as outlined in the Contract Budget.
- 4.2.4 Vendor shall not be reimbursed for costs that exceed a budget cost category by more than 10% of the contract budget without written approval from the ETH Contract Manager.

- 4.2.5 Vendor shall maintain backup to support all amounts.
- 4.2.6 Vendor must submit a monthly financial invoice for every month in the contract period. Vendor must not deplete their entire ETH allocation prior to the expiration of the contract period.
- 4.2.7 The Department suggests that monthly disbursements be the same amount every month. Vendor may divide the total funding by 12 months to obtain the monthly disbursement amount. However, this is not a requirement, as wages, contractual services and other costs may vary each month.

4.3 REPORTING REQUIREMENTS

- 4.3.1 CMIS REPORTING. On a quarterly basis, Housing Alliance Delaware will extract and compile crucial data from the Community Management Information System (CMIS) and provide it to The Department. This data is based on information entered into the system by the Vendor.
 - 4.3.1.1 Vendor will become a registered, active and consistent user of CMIS within ninety (90) days of the contract start date. To register, Vendor should contact Housing Alliance at (302) 654-0126.
 - 4.3.1.2. Vendor shall continue to participate actively and consistently with CMIS under the licensing agreement and direction of the Housing Alliance Delaware.
 - 4.3.1.3 Vendor is responsible for recording client data into CMIS regularly, or whenever an occurrence warrants changes to the program participants' characteristics. Such data includes but is not limited to:
 - 4.3.1.3.1 "Entrance" and "Exit" information.
 - 4.3.1.3.2 HUD Mandated characteristics and additional information as required by the Housing Alliance Delaware.
 - 4.3.1.3.3 Information required for Centralized Intake.
 - 4.3.1.4 EXCEPTION TO CMIS REPORTING. Domestic Violence projects are exempt from CMIS reporting. Vendor with a Domestic Violence Project shall submit to the Housing Alliance Delaware, CMIS Database Administrator the following information quarterly as indicated in Section 3.2.3.
 - 4.3.1.4.1 Vendor Name.
 - 4.3.1.4.2 Site Name (if multiple).
 - 4.3.1.4.3 County Location.
 - 4.3.1.4.4 Number of Beds by Site.
 - 4.3.1.4.5 Total Number of Residents during Quarter reported (by Site).
 - 4.3.1.4.6 Total Number of Departures during Quarter reported (by Site).
 - 4.3.1.4.7 Total Number of Positive Destinations during Quarter reported by Site (Positive Destination is defined as Rental room/ Apartment/ House; Transitional Housing Program; Family/ Friend if listed as Permanent Tenure; Own House or Apartment; Return to Partner if Permanent Tenure; Hotel/ Motel without Emergency Shelter; Permanent Housing for Formerly Homeless).
- 4.3.2 ETH SSPR. On a quarterly basis, the Division of State Service Centers, Office of Community Services will aggregate and analyze performance data reported by Vendors providing Emergency and Transitional Housing (ETH) program services. The ETH Self-Sufficiency Performance Report (SSPR) consists of developed self-sufficiency performance indicators practiced by Vendors on a daily/weekly/quarterly basis. Data will

be utilized to monitor ongoing ETH program needs, record and measure improvements and achievements, ensure the integration and implementation of Trauma-Informed Approaches, and support data for other appropriate funding opportunities.

4.3.2.1 Vendor is responsible for recording **quarterly** SSPR client data, or whenever an occurrence warrants changes to the program participants' characteristics. Such data includes, but is not limited to, at least two or more outcomes to be reported on in each the following **Domain Categories**:

- 4.3.2.1.1 Employment
- 4.3.2.1.2 Housing
- 4.3.2.1.3 Health and Social/Behavioral Development
- 4.3.2.1.4 Education and Cognitive Development
- 4.3.2.1.5 Income, Infrastructure, and/or Asset Building
- 4.3.2.1.6 Outcomes Across Multiple Domains

4.3.2.2 **Self-Sufficiency Performance Indicators** (SSPI)'s outcomes, may include the following language:

- 4.3.2.2.1 Unemployed who obtained employment (with a living wage or higher)
- 4.3.2.2.2 Increased their income
- 4.3.2.2.3 Experienced homelessness and obtained safe temporary shelter
- 4.3.2.2.4 Maintained safe and affordable housing
- 4.3.2.2.5 Established and maintained an Individual Case Management Plan
- 4.3.2.2.6 Demonstrated increased nutrition skills
- 4.3.2.2.7 With disabilities who maintained an independent living situation
- 4.3.2.2.8 Achieved one or more outcomes as identified by the Self-sufficiency Performance Indicators in various domains

4.3.2.3 Data collection

- 4.3.2.3.1 Quarterly reports are to be submitted by email to the ETH Social Services Administrator on or before the report due dates, please refer to the **3.2 Activity Schedule / Timeline**
 - 4.3.2.3.1.1 Overdue reports will be tracked and vendors will be notified
- 4.3.2.3.2 Data reported must be associated to the requested three-month operational period
- 4.3.2.3.3 Data submitted in must be in the requested format

5.0 PERFORMANCE MEASUREMENTS

- 5.1 The Department has the right to conduct an on-site evaluation and monitoring of the Vendor's activity at any time.
- 5.2 The extension of the service period of the contract is based on but not limited to the past performance of the Vendor.
- 5.3 The determination shall be based on, but not limited to, considerations of the following factors:
- 5.4 Performance Objectives in Performance Measurements Summary Matrix (see below).

PERFORMANCE MEASUREMENTS SUMMARY MATRIX

Performance Objective	SOW §	Performance Standard / Acceptable Quality Level	Performance Goal	Method of Assessment
Provide services as identified in Work Plan	3.1.1	100% of Program/Site Compliance	100% of planned workload	On-site Monitoring
Deliver proposed program outcomes to target population as identified in Work Plan	3.1.1	Serve at least 80% of the planned service each month, with at least 90% of the program outcomes having been completed at the end of the contract year	100% of planned workload	Review Program Quarterly Reports
Acknowledge the Department as funding source in all publicity	3.1.3	100% of materials	100% of material	Review Marketing Materials
Participate in Point-In-Time	3.1.4	Submit all requested reports for the Point In Time to Housing Alliance Delaware by the deadline in activity schedule, and at least 95% of information must be validated to be accurate	Submit all quarterly reports by the deadline in activity schedule with 100% verified accuracy	Review Point-In-Time Data
Provide formal written linkage agreements with service organizations and agencies providing rapid rehousing services	3.1.5; 3.1.6	100% of Program/Site Compliance	100% of Program/Site	On-site Monitoring
Provide two nutritionally balanced meals (*if congregate housing facility)	3.1.9	100% of program participants	100% of program participants	On-site Monitoring
Develop individual case plans for all program participants	3.1.10	100% of program participants	100% of program participants	On-site Monitoring *Domestic Violence Projects will provide sample case plans. Domestic Violence Projects will provide procedure and schedule for auditing program participant files for compliance
Adhere to all required Federal and State regulations	3.1.13	100% of Program/Site compliance	100% of Program/Site	On-site Monitoring
Determine eligibility of applicants accurately	3.4	100% of program participants are admitted following eligibility criteria	100% of program participants	On-site Monitoring; Review of CMIS data

Statement of Work
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PERFORMANCE MEASUREMENTS SUMMARY MATRIX (Continued)

Performance Objective	SOW §	Performance Standard / Acceptable Quality Level	Performance Goal	Method of Assessment
Reconcile accounts before submitting invoices	4.2	At least 95% of costs submitted for particular month include only costs incurred during that month	100% of costs	Review of Vendor invoices and back-ups to the invoices
Submit required invoices on time	4.2	Submit 95% of invoices for current month by 10th of subsequent month with 100% required information that is 100% accurate.	Submit 100% of invoices for current month by 10th of subsequent month with 100% required information that is 100% accurate	Review of invoices
Deliver required reports	4.3	Gather data and submit the requested reports by the given deadline to Housing Alliance Delaware. Request for extension if more time required. Gather data and submit the requested SSPR to the State of Delaware's ETH Administrator.	Gather data and submit the requested reports by the deadline 100% of time	Review reports and deadlines
Maintain SSPR Data	4.3.2	Track and measure selected Self-Sufficiency Performance Indicators internally for the entire contract period.	Gather and compile data 100% of time	On-site Monitoring; Review of SSPR data