

**AMENDMENT TO AGREEMENT
BETWEEN THE COUNTY OF SAN MATEO AND
FOCUS STRATEGIES**

THIS SECOND AMENDMENT TO THE AGREEMENT, entered into this _____ day of _____, 20____, by and between the COUNTY OF SAN MATEO, hereinafter called "County," and FOCUS STRATEGIES hereinafter called "Contractor";

W I T N E S S E T H:

WHEREAS, pursuant to Government Code section 31000, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof;

WHEREAS, on October 3, 2016, the parties entered into an agreement (the "Agreement") for homeless program technical assistance in the amount of \$61,185 for the term of October 3, 2016 through December 31, 2016; and

WHEREAS, on December 19, 2016, the parties executed a first amendment to the Agreement to extend the term of the Agreement from October 3, 2016 through June 30, 2018 and to increase the amount of the Agreement by \$38,815 for a total obligation of \$100,000; and

WHEREAS, the parties wish to further amend the Agreement to add additional funds in the amount of \$298,430 for a new total obligation of \$398,430 to allow for continuation of technical assistance, support of the Point-In-Time Homeless Count and homeless system redesign for the Center on Homelessness branch of County's Human Services Agency.

**NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES
HERETO AS FOLLOWS:**

1. Section — 1 Exhibits and Attachments of the Agreement is amended to read as follows:
Exhibit A — Program/Project Description (Revised June 2017)
Exhibit B — Amount and Method of Payment (Revised June 2017)
Exhibit C — Estimated Project Hours and Costs - **NEW**
2. Section 3 — Payment of the Agreement is amended to read as follows:

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibits A (Revised June 2017), County shall make payment to Contractor based on the rates and in the manner specified in Exhibit B (Revised June 2017). County reserves the right to withhold payment if County determines that the quantity or quality of the work performed is unacceptable. In no event shall County's total fiscal obligation under this Agreement exceed **THREE-HUNDRED NINETY EIGHT THOUSAND FOUR HUNDRED THIRTY DOLLARS (\$398,430)**. In the event that County makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by County at the time of contract termination or expiration.


3. Paragraph 20— **Compliance with Living Wage** is hereby included in to the Agreement as follows:

As required by Chapter 2.88 of the San Mateo County Ordinance Code, Contractor certifies all contractor(s) and subcontractor(s) obligated under this contract shall fully comply with the provisions of the County of San Mateo Living Wage Ordinance, including, but not limited to, paying all Covered Employees the current Living Wage and providing notice to all Covered Employees and Subcontractors as required under the Ordinance.

4. Exhibit A — Program/Project Description is hereby replaced in its entirety with “Exhibit A— Program/Project Description (Revised June 2017)” and is attached hereto and incorporated by reference herein.
5. Exhibit B — Amount and Method of Payment is hereby replaced in its entirety with “Exhibit B— Amount and Method of Payment (Revised June 2017)” and is attached hereto and incorporated by reference herein.
6. Exhibit C—Estimated Project Hours and Costs is hereby add and attached hereto and incorporated by reference herein.
7. **All other terms and conditions of the Agreement dated October 3, 2016, between County and Contractor shall remain in full force and effect.**

In witness of and in agreement with the terms of this Second Amendment to the Agreement, the parties, by their duly authorized representatives, affix their respective signatures:

For Contractor: **Focus Strategies**


Contractor Signature

5/25/17
Date

Megan Kurteff-Schatz
Contractor Name (please print)

COUNTY OF SAN MATEO

By: _____

President, Board of Supervisors, San Mateo County

Date: _____

ATTEST:

By: _____
Clerk of Said Board

Exhibit A
Program/Project Description (Revised June 2017)
Focus Strategies

In consideration of the payments set forth in Exhibit B – Amount and Method of Payment (Revised June 2017). Contractor shall provide the following services under the general direction of the Director of the Human Services Agency or authorized representatives:

Focus Strategies will provide Continuum of Care (CoC) Technical Assistance (TA), Homeless System Re-Design Planning and Implementation, 2017 Point-In-Time Count (PIT) Homeless Count reporting, and 2018 PIT Data Analysis and Technical Assistance.

Focus Strategies will provide the following.

1. CoC Technical Assistance:

Continuum of Care (CoC) Technical Assistance

- A. Policy Guidance. Review general Housing and Urban Development (HUD) CoC guidance and regulations; advise on overall CoC strategy and compliance with new requirements as they are issued (e.g. chronic homeless definition, equal access policy, etc.)
- B. Governance Structure and Policies. Work with Center on Homelessness (COH) staff to develop and update CoC subcommittee structure to align with Strategic Plan and HUD requirements; present at CoC Steering Committee; document in Governance Charter; update Governance Charter as needed.
- C. Compliance Tools and Processes. Develop proposed monitoring tool and process for COH staff to use to monitor compliance and performance for CoC and Emergency Solutions Grants (ESG) grantees.
- D. CoC Meetings. Attend and make presentations at CoC Steering Committee or other subcommittee meetings as needed
- E. TA on Data Reports. Provide TA on HUD reporting requirements and submissions (AHAR, APR, ESG, System Perf).
- F. Compliance Questions. Respond to technical questions from CoC recipients about regulatory compliance.

2017/18 CoC Application

- A. General CoC Strategy. Review 2017 NOFA, analyze changes and implications, provide TA on overall strategy, and develop rating and ranking policy.
- B. Collaborative Application. Assist with drafting and editing the Collaborative Application (Exhibit 1): analyze point scoring, draft and edit responses to questions, assist with information gathering as needed, advice on how to maximize overall score.
- C. Project Applications. Provide technical support with Project Applications (Exhibit 2), including help with developing and implementing a rating and ranking process and system, facilitation of Review Panel, strategy to maximize overall award amount (Tier 1/Tier 2 strategy), instructions for recipients/applicants (e-snaps tips), training to ensure applications are technically correct, advise on competitiveness of new projects, help draft H.S.A. applications (HMIS, Planning).

Grant and Proposal Writing

- A. Proposal Writing. Review NOFAs and RFPs, help develop program designs/budgets, draft narratives, assist with grant submissions, assist with CAA planning. Estimated at 4 proposals; 16 hours each.

2. Homeless System Re-Design: Planning and Implementation:

General Implementation Project Management

- A. Project Management. Regular conference calls with the client team (H.S.A. staff) to discuss and track progress of Strategic Plan implementation and make mid-course corrections as needed. Help maintain ongoing system to track and report progress of plan implementation.
- B. Public Presentations. Make public presentations (e.g. to BOS, IAC or other group) on progress of Strategic Plan Implementation, including preparation of presentation materials.

System Re-Design Implementation

- A. Coordination with HSA and partners, including HomeBase. Participate in meetings and phone calls with HomeBase to plan provider training; coordination with other TA providers as needed to support strategic plan implementation.
- B. Regional Strategies. Research needs and challenges of specific regions (including, but not limited to, Coastside, South County/EPA); develop regional strategies and assist with implementation.
- C. Focus Groups. Conduct focus groups with people experiencing homelessness as needed to guide plan implementation
- D. Youth Strategies. Develop plan to identify and house homeless youth – review available data on youth homelessness in San Mateo County; interview key stakeholders (Star Vista; foster care system); research best practices. Assist with implementation as needed.
- E. H.S.A. RFPs and Program Standards. Assist with RFP development as needed; update outreach, shelter and RRH standards as needed; develop PSH standards if needed.
- F. Right Sizing Interim Housing. Conduct shelter and transitional housing right sizing analysis; provide TA to implement identified shifts in the interim housing inventory.
- G. TA on Rapid Re-Housing Program Design. Provide TA on development of RRH template policies; implementation of best practices to serve higher barrier households.
- H. TA on Permanent Supportive Housing & Moving On. Assist with refinement of PSH inventory; including help with developing service model to ensure PSH can effectively assist highest need households. Assist with Moving on program planning.

Coordinated Entry (CE): Planning and Implementation

- A. General CE planning. Ongoing meetings with COH and CE lead provider (Samaritan House) and other stakeholders to plan CE system implementation. Including meeting prep; notes.
- B. CE Policies and Procedures. Draft CE policies, procedures, messaging materials.
- C. Tool Development. Develop and test tool for housing assessment and prioritization; refine tool based on results of testing; work with COH and Bitfocus to integrate tool into Clarity.
- D. Institutional Discharge. Develop and assist with implementation of approach/policy relating to institutional discharge into the homeless system, including from BHRS, Hospital, Foster Care, and Sheriff. Interview key stakeholders, research best practices.
- E. CES Evaluation. Conduct evaluation of CES implementation (at 6 months and 12 months post-implementation). Evaluation to include both quantitative and qualitative elements.

Performance Measurement, Evaluation, Data Systems

- A. Performance Targets. Work with H.S.A. staff to adjust and refine system and project performance targets as needed; and particularly in light of data generated for the HUD performance measures. Develop materials H.S.A. can use to communicate about the targets to providers and other stakeholders.
- B. HMIS TA. Provide ongoing TA to HSA staff on using HMIS for performance measurement and planning, including help with creating dashboards and reports that H.S.A. can use to measure and track performance and communicate with stakeholders.
- C. Performance Assessment Process. Develop and implement performance assessment and quality improvement process for providers.
- D. 2017 Assessment Report. Draft system performance assessment report for 2017 using information available from HMIS reports and dashboards.

3. 2017 Point in Time Count

A. PIT Report

- i. Finalize Report
- ii. Public Presentation of Report

4. 2018 Data Analysis and Count Technical Assistance

2018 Data Analysis and Count Technical Assistance

- A: Develop PIT Methodology & Data Collection Tools
- B: Training and Field Work
- C: Data Entry and Analysis
- D: Final Report
- E. Ongoing Project Management
 - i. Project Management Calls. Meetings and calls with H.S.A.

5. **Performance Measure**

*Measure	FY 2016-17 Projected	FY 2017-18 Projected
Percent of project goals met and completed on time and on budget	95%	95%
Percent of AHAR tables (Annual Homeless Assessment Report) complete and accepted by HUD (of the 12 categories)	NA	80%

(End of Exhibit A)

Exhibit B
Amount and Method of Payment (Revised June 2017)
Focus Strategies

In consideration of the services provided by Contractor in Exhibit A (Revised June 2017) and subject to the terms and conditions of the Agreement, County shall pay Contractor based on the following payment terms:

County shall pay Contractor based on the rates shown in the Activities and Rates Chart, and based on the hours.

1) General Payment Terms:

- A. County shall have the option to adjust funding across tasks/activities and fiscal years shown in the table below as agreed upon by both parties and approved by County in writing so long as it does not exceed the total Agreement obligation.
- B. County may add or remove services to meet its project goals under this Agreement and adjust costs for the services accordingly as agreed upon by both parties as long as it does not exceed the total Agreement obligation and is not restricted by any grant or specific funding agreements.

2) Completed Payments for FY 2016-17

- A. Contractor has completed services and County has fulfilled its payment obligation to Contractor in the amount of \$61,185 for services performed for the period of October 3, 2016 to December 31, 2016.
- B. The first Amendment to the Agreement added \$38,815 for the start-up of Technical Assistance services and the Homeless Program Redesign.

3) Payments and Invoicing for FY 2016-18

- A. This Second Amendment to the Agreement adds \$298,430 for the continued Technical Assistance and continued services for the homeless program redesign project services.
- B. Contractor shall invoice County monthly per hourly rates below for services shown in Exhibit A: All invoices must include number of hours worked and amount charged for each task by each Focus Strategies staff, summary of tasks completed, and explanation of tasks and activities. Estimated hours and costs for each project component are listed in the cost estimate shown in Exhibit C.

Assigned Personnel and Hourly Rates	
Megan Kurteff Schatz, Principal	\$180.00
Kate Bristol, Director of Consulting	\$170.00
Tracy Bennett, Director of Analytics	\$170.00
Genevieve Heidenreich, Senior Analyst	\$130.00
Brenna Lyles, Associate	\$105.00

Nina Prudhomme, Administrative Analyst	\$80.00
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- C. Invoices will be submitted monthly and must be sent to the Human Services Agency no later than 20th of the month, to cover services provided in the previous month.

Invoices should be submitted to:

Ali Shirkhani, Human Services Analyst
County of San Mateo Human Services Agency
Phone: (650) 802-7675
Email: ashirkhani@smcgov.org

- D. County will pay Contractor upon receipt and approval of itemized invoices as described in Section 3 paragraph B of this Exhibit.

4) Total Agreement Obligation

The total Agreement obligation including services, taxes and any fees shall not exceed **\$398,430**.

(End of Exhibit B)

Exhibit C
Estimated Project Hours and Costs
Focus Strategies

In consideration of services shown in Exhibit A and payments shown in Exhibit B, the following are estimated hours and costs to complete services. The hours and costs listed are estimated and should not be considered as actual costs. Estimated costs are based combined hourly rates and personnel as shown in Section 3 of Exhibit B. Any costs above the total Agreement obligation are subject to the hourly rates shown in Exhibit B, approval by County and will require an amendment to this Agreement.

Task/Activity	Estimated Hours	Estimated Cost		
		Total (14 mo.)	FY 16-17 (2 mo.)	FY 17-18 (12 mo.)
1. Continuum of Care (CoC) Technical Assistance				
CoC Compliance TA				
A. Policy Guidance.	37	\$4,892	\$699	\$4,193
B. Governance Structure and Policies.	16	\$2,200	\$2,200	\$0
C. Compliance Tools and Processes.	24	\$3,040	\$3,040	\$0
D. CoC Meetings.	31	\$4,480	\$640	\$3,840
E. TA on Data Reports.	12	\$2,115	\$302	\$1,813
F. Compliance Questions.	6	\$1,058	\$151	\$907
Subtotal	126	\$17,785	\$7,032	\$10,753
2017 CoC Application				
A. General CoC Strategy.	16	\$2,720	\$2,720	\$0
B. Collaborative Application.	46	\$6,780	\$3,390	\$3,390
C. Project Applications.	58	\$8,820	\$4,410	\$4,410
Subtotal	120	\$18,320	\$10,520	\$7,800
2018 CoC Application				
A. General CoC Strategy (same as above for 2017)	16	\$2,720	\$0	\$2,720
B. Collaborative Application (same as above for 2017)	46	\$6,780	\$0	\$6,780
C. Project Applications (same as above for 2017)	58	\$8,820	\$0	\$8,820
Subtotal	120	\$18,320	\$0	\$18,320
D. Grant and Proposal Writing; TA on Community Action Agency (CAA) Planning				
B. Proposal Writing.	50	\$7,653	\$1,093	\$6,560
Subtotal	50	\$7,653	\$1,093	\$6,560
Subtotal 1: CoC Technical Assistance	416	\$62,078	\$18,645	\$43,433

Task/Activity	Estimated Hours	Estimated Cost		
		Total (14 mo.)	FY 16-17 (2 mo.)	FY 17-18 (12 mo.)
2. Homeless System Re-Design: Planning and Implementation				
General Implementation Project Management				
A. Project Management.	143	\$19,662	\$2,809	\$16,853
B. Public Presentations.	28	\$4,153	\$593	\$3,560
Subtotal	171	\$23,815	\$3,402	\$20,413
System Re-Design Implementation				
A. Coordination with HSA and partners, including HomeBase	22	\$3,298	\$471	\$2,827
B. Regional Strategies.	51	\$7,731	\$1,104	\$6,627
C. Focus Groups.	28	\$4,076	\$583	\$3,493
D. Youth Strategies.	28	\$4,169	\$596	\$3,573
E. H.S.A. RFPs and Program Standards.	25	\$3,422	\$489	\$2,933
F. Right Sizing Interim Housing	58	\$9,302	\$1,329	\$7,973
G. TA on Rapid Re-Housing Program Design.	23	\$3,461	\$494	\$2,967
H. TA on Permanent Supportive Housing & Moving On. Assist with refinement of PSH inventory; including help	36	\$5,273	\$753	\$4,520
Subtotal	271	\$40,732	\$5,819	\$34,913
Coordinated Entry: Planning and Implementation				
A. General CE planning.	140	\$20,160	\$2,880	\$17,280
B. CE Policies and Procedures.	78	\$11,200	\$1,600	\$9,600
C. Tool Development.	82	\$12,468	\$1,781	\$10,687
D. Institutional Discharge.	28	\$3,951	\$564	\$3,387
E. CES Evaluation.	156	\$23,080	\$0	\$23,080
Subtotal	484	\$70,859	\$6,825	\$64,034
Performance Measurement, Evaluation, Data Systems				
C. Performance Targets.	14	\$2,395	\$342	\$2,053
D. HMIS TA	47	\$7,467	\$1,067	\$6,400
E. Performance Assessment Process.	37	\$6,098	\$871	\$5,227
F. 2017 Assessment Report.	75	\$14,720	\$0	\$14,720
Subtotal	173	\$30,680	\$2,280	\$28,400
Subtotal 2: Homeless System Re-Design	1,099	166,086	\$18,326	\$147,760

Task/Activity	Estimated Hours	Estimated Cost		
		Total (14 mo.)	FY 16-17 (2 mo.)	FY 17-18 (12 mo.)
3. 2017 Point in Time Homeless Count				
1. Draft report.	28	\$4,180	\$4,180	\$0
2. Finalize Report	12	\$1,930	\$1,930	\$0
3. Public Presentation of Report.	12	\$2,040	\$2,040	\$0
Subtotal 3: 2017 Point in Time Homeless Count	52	\$8,150	\$8,150	\$0

Task/Activity	Estimated Hours	Estimated Cost		
		Total (18 months)	FY 16-17 (6 months)	FY 17-18 (12 months)
4. 2018 Data Analysis and Count Technical Assistance				
A: Develop PIT Methodology & Data Collection Tools	76	\$11,660	\$0	\$11,660
B: Training and Field Work	52	\$7,880	\$0	\$7,880
C: Data Entry and Analysis	110	\$16,160	\$0	\$16,160
D: Final Report	56	\$10,870	\$0	\$10,870
E. Ongoing Project Management				
1. Project Management Calls.	24	\$3,560	\$0	\$3,560
Subtotal	24	\$3,560	\$0	\$3,560
Subtotal 4: 2018 Data Analysis and Count TA	318	\$50,130	\$0	\$50,130

Cost Summary			
TA Component	Estimated Cost		
	Total (14 months)	FY 16-17 (2 months)	FY 17-18 (12 months)
1. CoC Technical Assistance	\$62,078	\$18,645	\$43,433
2. Homeless System Re-Design	\$166,086	\$18,326	\$147,760
3. 2017 Point in Time Homeless Count	\$8,150	\$8,150	\$0
4. 2018 Data Analysis and Count TA	\$50,130	\$0	\$50,130
Subtotal Consulting Costs	\$286,444	\$45,121	\$241,323
Travel (mileage, tolls, hotels, airfare)*	\$11,986	\$1,712	\$10,274
Grand Total	\$298,430	\$46,833	\$251,597

(End of Exhibit C)