

June 13, 2024

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of Amendment #5 updating the scope of work, extending the term, and increasing funding of a personal services contract with Northwest Family Services for adult and youth housing services. Amendment value is \$4,755,700.30 for 1 year. Agreement value is increased to \$13,006,081.51 for 4 years. Funding is through Metro Supportive Housing Services Measure funds. No County General Funds are involved.

Previous Board Action/Review	Original Contract Approved 10/14/2021----20211014 I.4 Amendment #1 approved 06/30/2022--- 20220630 II.B Contract assigned to the County 09/29/2022 - 20220929 I.B Amendment #2 approved -12/15/2022--- 20221215.V.F.10 Amendment #3 approved 07/13/2023- 20230713 I.C.16 Amendment #4 approved -12/07/2023--- 2023078 II.C.1 Amendment #5 Briefed at issues 6/11/24		
Performance Clackamas	1. This programming aligns with H3S's Strategic Business Plan goal to increase self-sufficiency for our clients. 2. This funding aligns with the County's Performance Clackamas goal to ensure safe, healthy, and secure communities.		
Counsel Review	Yes	Procurement Review	No
Contact Person	Vahid Brown, HCDD Deputy Director	Contact Phone	971-334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #5 to Contract #10374 with Northwest Family Services (NWFS) to update the contract's scope of work, extend the term through June 30, 2025, and increase the contract value.

Northwest Family Services is a Clackamas County based organization with nearly 40 years of experience providing services to Clackamas County residents. Their extensive work in our community has given their staff an intimate knowledge of Clackamas County challenges and the needs of our residents.

Through this partnership with NWFS, Clackamas County will provide supportive housing case management to approximately 137 households, housing navigation and placement to 135 households, and short-term rental assistance to no less than 50 households of the most vulnerable population experiencing homelessness within the County in this forthcoming fiscal year.

Additionally, through the Youth program, NWFS will provide housing supportive housing case management to 88 youth households, rapid rehousing to 20 youth households, housing

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navigation and placement to 95 youth households, and shelter for 89 youth households.

This amendment is funded through \$4,755,700.30 in Metro Supportive Housing Services funds. No County general funds are involved.

RECOMMENDATION: Staff respectfully recommends the Board approve Amendment #5 to Contract #10374 with Northwest Family Services to provide Adult and Youth Supportive Housing Services for an additional year.

Respectfully submitted,

Rodney A. Cook

Rodney A. Cook
Director of Health Housing and Human Services

AMENDMENT #5
TO THE CONTRACT DOCUMENTS WITH NORTHWEST FAMILY SERVICES FOR
ADULT AND YOUTH HOUSING SERVICES
Contract #10374

This Amendment #5 is entered into between Northwest Family Services (“Contractor”) and Clackamas County (“County”) and shall become part of the Contract documents originally entered into between the Housing Authority of Clackamas County and Contractor on October 14, 2021 (“Contract”).

The Purpose of this Amendment #5 is to make the following changes to the Contract:

1. ARTICLE I, Section 1. Effective Date and Duration is hereby amended as follows:

By execution of this Amendment #5, County is exercising the first of its three optional one-year renewals. The Contract termination date is hereby changed from June 30, 2024, to June 30, 2025.

2. ARTICLE I, Section 2. Scope of Work is hereby amended as follows:

During the extended term of this Contract, Contractor will perform the Work, as amended in the revised **Exhibit A to this Amendment #5**, attached hereto and incorporated by this reference herein.

3. ARTICLE I, Section 3. Consideration is hereby amended as follows:

In consideration for Contractor performing Work during the extended term of this Contract, County will pay Contractor an amount not to exceed \$4,755,700.30.

Consideration rates are on a reimbursement basis in accordance with the rates and costs specified in Exhibit B to this Amendment #5, attached hereto and incorporated by this reference herein, and the terms of the Contract.

The total Contract compensation will not exceed \$13,006,081.51.

ORIGINAL CONTRACT	\$ 900,156.00
AMENDMENT #1	\$ 489,065.00 (Additional Scope/Funding)
AMENDMENT #2	\$ 3,961,292.00 (Additional Scope/Term)
AMENDMENT #3	\$ 2,427,616.00 (Additional Scope/Funding)
AMENDMENT #4	\$ 472,252.21 (Additional Scope/Funding)
<u>AMENDMENT #5</u>	<u>\$ 4,755,700.30 (Additional Funding/Term)</u>
TOTAL AMENDED CONTRACT	\$13,006,081.51

4. ARTICLE I, Section 3. Consideration, is hereby amended to add the following:

County may, in its sole discretion, advance Contractor an amount not to exceed one sixth (1/6) of the total Contract amount (the “Advanced Funds”). Contractor may only use the

Advanced Funds for purposes of paying Contractor's eligible expenses incurred between the effective date of the Contract and when Contractor's first monthly invoice is submitted and paid. Advanced Funds may continue to be used to pay Contractor's eligible expenses incurred from July through March on a rolling thirty-day (30) basis to ensure Contractor may perform the Work prior to County paying Contractor's monthly invoices. However, Contractor shall continue to invoice County during the July through March time period for eligible expenses incurred on a monthly basis, in accordance with the terms and conditions of the Contract, with the Advanced Funds being used to cover eligible expenses prior to when County reviews, approves, and pays Contractor's monthly invoices.

Contractor shall separately account for use of the Advanced Funds on a monthly basis. The parties intend that as of April of each contract year, the Contractor shall have enough Advanced Funds remaining to cover a substantial portion of the costs for remaining Work. As such, starting in April of each contract year, in lieu of an invoice, Contractor shall submit a monthly reconciliation statement of expenses incurred against the Advanced Funds. The reconciliation statement shall include the same information and supporting documentation as an invoice submitted pursuant to Article I, Section 4 of the Contract. The reconciliation statement shall document, to County's satisfaction, how the Advanced Funds were spent down on a monthly basis, including reimbursing Contractor for Work performed for each remaining month of the contract year (April through June).

For the month of the contract year when advanced funds are fully spent down, which is anticipated to be May or June, Contractor shall submit a final reconciliation statement that details the use of the remaining Advanced Funds, if any. If the Advanced Funds do not fully cover eligible Work performed by Contractor, Contractor shall submit an invoice for the remaining amounts owed. The invoice amount shall be reduced by the remaining Advanced Funds.

If there are any Advanced Funds remaining after the final reconciliation statement is submitted and no further amounts are owed to Contractor for Work performed, or if the Contract is terminated prior to expiration of its term for any reason, the remaining Advanced Funds must be returned to County within ten (10) business days of the termination date of the Contract.

Prior to County advancing the Contractor the Advanced Funds, Contractor must submit an advance request, in a form acceptable to the County, that details the amount of the Advanced Funds requested, the specific purposes for which the Advanced Funds will be used, and such other information as the County may require.

If the Advanced Funds is approved by the County, County will issue payment of the Advanced Funds within 30 days of approval.

Advanced funds do not increase the maximum compensation amount set forth above. Contractor shall not submit invoices for, and County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above.

The Advanced Funds are not intended to be used to expand the Work beyond the eligible expenses incurred for the thirty-day period.

Contractor's use of Advanced Funds for any purpose not expressly permitted by this Contract, or failure to return Advanced Funds in accordance with the provisions above, constitutes a misuse and is a breach of the Contract. Upon such breach, and in addition to any other right or remedy provided at law, in equity, or in this Contract, County may require Contractor to immediately repay all or a portion of the Advanced Funds, terminate the Contract, and/or reduce any pending invoice for Work performed by the amount of misused Advanced Funds.

5. **ARTICLE II. Section 1. Access to Records** is hereby deleted in its entirety and replaced with the following:

1. **Monitoring/Access to Records.**

- a. **Access to Records.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- b. **Performance Monitoring.** Contractor shall comply with County's then-current performance monitoring practices for purposes of ensuring Contractor is performing the Work in accordance with the terms and conditions of the Contract. Each party shall bear their own costs and expenses incurred as a result of County's monitoring of Contractor's performance under the Contract. County's performance monitoring practices may include, but are not limited to, the following:
 - i. **Site Reviews.** County may schedule on-site visits to review Contractor compliance with the Contract. Site visits are usually scheduled with provider, but County may, in its sole discretion, conduct a site visit without prior notice to Contractor.
 - ii. **Performance evaluations.** County may, in its sole discretion, require additional performance evaluations in addition to those already set forth in this Contract. The additional performance evaluations may be performed through a variety of quality assurance and evaluation processes. i.e. HMIS, benchmarks, etc. Contractor must comply and cooperate with any County

performance evaluation requirements to ensure County may fully evaluate Contractor's performance under this Contract.

- iii. Fiscal Compliance. County may, in its sole discretion, conduct fiscal compliance reviews to ensure that financial records, systems and procedures conform to Generally Accepted Accounting Principles and are in compliance with all County and State of Oregon audit and accounting requirements.
- iv. File Compliance. County may request periodic review of client files to ensure all required documentation is completed, services are being provided as contracted and client funds are being used in accordance with the County's flex fund policy.

Except as expressly amended above, all other terms and conditions of the Contract shall remain in full force and effect. By signature below, the parties agree to this Amendment #5, effective upon the date of the last signature below.

Northwest Family Services

Rose Fuller 5/23/24
Authorized Signature Date

Rose Fuller Exec Director
Printed Name

Clackamas County

Date

Date

Approved as to Form:

[Signature]
County Counsel

03/23/2024
Date

**EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK**

Housing Navigation & Placement Program Design

Contractor shall provide a housing navigation and placement program. This program will assist households with moving into permanent housing within the Metro jurisdictional boundaries and provide a warm hand-off to a supportive housing case manager assigned to each household. Agencies with capacity can provide both navigation, placement, and supportive housing case management to ensure continuity of care.

Contractor will provide connections with long-term supportive services and help navigate the housing placement process following a Housing First model, providing engagement, problem solving, internal warm hand-offs if need occurs and relocation assistance and support as needed. In its performance of these activities, Contractor will work with the Clackamas County Housing Services Team (HST), including but not limited to the Program Team that provides coordination and support to navigation, outreach and engagement, safety off the streets, and housing retention programs. Contractor will ensure that its relevant staff attend required meetings and adhere to protocols and processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the Clackamas County Housing Services Team.

Referrals for housing navigation will come from the By-name-list through CHA. In order to enroll a participant in Navigation, there must be a plan to transfer them to supportive housing case management (SHCM) once housed. This could mean that the Navigator holds the case until an internal placement in SHCM becomes available.

Once enrolled in housing navigation program, individuals must obtain a housing placement within 120 days; in extenuating circumstances an extension may be approved by the voucher program manager of the Housing Authority of Clackamas County or their designee. There is no limit to the number of participants placed in housing; therefore, the program may serve more households with navigation services in a given year depending on system capacity and availability of resources.

This program will maintain a navigator to participant ratio of 1:10 at all times. The program will provide 4.5 FTEs with a revolving capacity to assist approximately 45 households at a time, which is approximately 135 households annually. Contractor must report revolving capacity at least monthly to the HST Navigation Program Coordinator.

Each quarter County housing services staff will review the service provider's caseload and benchmarks for Housing Navigation/Placement and Supportive Housing Case Management. Quarterly budget adjustments may be made to shift staff and accompanying costs between Housing Navigation/Placement and Supportive Housing Case Management as necessary. These budget adjustments will be done to accurately track staff moving between service components as

the service provider builds a larger Supportive Housing Case Management caseload and will not change the total contract value.

Housing navigation and placement consists of flexible services and funding to assist households in accessing and securing rental housing. Housing navigation and placement is tailored to meet each household’s specific needs so they can move into rental housing as quickly as possible. Agency will engage collaboratively with the HST, community groups, and other housing organizations to creatively support client needs related to housing.

Navigation case managers must maintain contact with 100% of participants, check in at least weekly, and document activities and needs related to housing clients. Multiple, progressive efforts will be made to engage each household in a housing search plan. Navigation case managers must attempt contact through email, phone calls, text message, and in person outreach. Navigation case managers must also utilize HST open office hours and BNL case conferencing to problem solve how to get in contact with the household. If program staff are unable to make contact over the course of 30 consecutive days, they will notify HST and the participant will be returned to the by-name-list.

Housing navigation and placement must include the following:

- Check-ins at least weekly with all participating households.
- Assessment of housing barriers needs and preferences.
- Support and flexible funds to address immediate housing barriers.
- Assistance attending housing orientations and responding to program requirements to secure long-term rent assistance.
- Housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.
- Landlord engagement, establishing relationships with landlords to facilitate participant placement.
- Assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing.
- Support with moving assistance, securing furniture, application fees, and other non-rent move-in costs.
- If participant is unable to live semi-independently, support timely transition to higher level of care or long-term residential treatment programs.

Housing Navigation & Placement Program Goals and Benchmarks:

Outcome	Goal	Data Source
Data Completeness	95% of participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS

Housing Navigation	House at least 85% of households matched with the program within 120 days of receiving a housing subsidy; house at least 60% within 90 days.	HMIS
Capacity	Maintain 90% capacity at all times starting 90 days post contract execution.	HMIS and Capacity Tracker
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Zoom Attendance Report and Sign-In Sheets

To maintain progress towards program success, Contractor must meet the following benchmarks:

1. Hire 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:

- First time missing a benchmark/not making progress on goals
 - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
 - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
13. Assist with program access prioritization, as needed
14. Incorporate participant voice in programming decisions
15. Maintain effective working relationships with contracted providers
16. Attend training and community/systems meetings
17. Provide or assist with creation of necessary participant/program forms
18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Exhibit A of this Amendment #5
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
 - a. Enter the results into HMIS

4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans
2. Assist with achieving desired program outcomes and improving those outcomes
3. Communicate with Contractor in a timely manner when additional data metrics are determined
4. Work with Contracted providers to continually improve on performance targets
5. Work with Contractor to identify strengths and weaknesses apparent in programming through data
6. Review and identify strengths and weaknesses from participant feedback report with Contractor
7. Monitor for contract compliance

Agencies will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

Supportive Housing Case Management/Retention (“SHCM”) Program Design

Contractor shall provide a supportive housing case management program. Supportive housing is affordable housing combined with ongoing services that are flexible, participant-driven, not time-limited, and voluntary to assist households who are experiencing homelessness in achieving housing stability and personal wellness. The program will assist households in maintaining permanent housing within the Metro jurisdictional area.

Contractor will provide long-term supportive housing services following a Housing First model, providing engagement, problem solving, internal warm hand-offs if need occurs and relocation assistance and support as needed. In its performance of these activities, Contractor will work with the Clackamas County Housing Services Team (HST), including but not limited to the Program Team that provides coordination and support to navigation, outreach and engagement, safety off the streets, and housing retention programs. Contractor will ensure that its relevant staff attend required meetings and adhere to protocols and processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the Clackamas County Housing Services Team.

Referrals to SHCM will come from the By Name List (BNL) and through Coordinated Housing Access (CHA) system (see CHA referral process). When the program receives referrals, each new referral will be contacted via all known contact points within 3 to 5 business days, and this will be tracked in participant case notes.

Subject to availability of funds, as determined by HACC in its sole administrative discretion, HACC will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program or other applicable voucher program of participant households receiving supportive housing case management from Contractor.

The program will assist no less than 137 households with supportive housing case management. The expected case manager to participant ratio is approximately 1:25. When caseloads reach capacity, Contractor may hire additional staff if funding is available or transition Navigation staff to SHCM to meet capacity needs.

Once Contractor's SHCM FTEs have reached an enrolled and active caseload of 137 households for Supportive Housing Case Management, Contractor will have their housing navigators begin to build up an SHCM caseload as households are navigated into permanent supportive housing until their caseload reaches 25 households, at which point they will focus on providing SHCM retention services under the Supportive Housing Case Management Scope of Work.

At contract execution, service provider will initially employ 5.5 FTE Supportive Housing Case Managers who will support a total of 137 households. As housing navigators transition to Supportive Housing Case Management, the benchmark will be adjusted as follows:

- Upon execution, Contractor will serve a total of 137 households in Supportive Housing Case Management. Once this number is reached, service provider will begin to transition housing navigators into Supportive Housing Case Management
- When the first housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 162 households in Supportive Housing Case Management.
- Then the second housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 187 households in Supportive Housing Case Management.
- Then the third housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 212 households in Supportive Housing Case Management.
- Then the fourth housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 237 households in Supportive Housing Case Management.

- Then the fifth housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 249 households in Supportive Housing Case Management.

Each quarter County housing services staff will review the Contractor's caseload and benchmarks for Housing Navigation/Placement and Supportive Housing Case Management. Quarterly budget adjustments may be made to shift staff and accompanying costs between Housing Navigation/Placement and Supportive Housing Case Management as necessary. These budget adjustments will be done to accurately track staff moving between service components as the service provider builds a larger Supportive Housing Case Management caseload and will not change the total contract value.

Case management services are dedicated to ensuring participants remain in permanent housing long-term through ongoing housing subsidy and support. Contractor must adhere to any and all HST policies/protocols for non-engagement, and graduation for situations in which case management services may be ended. Exits should be rare and in extreme situations or when people meet graduation requirements. Program case managers and leadership will work with HST SHCM program coordinator on housing retention, capacity building and training needs.

Specific components of supportive housing case management include, but are not limited to:

- Intensive, relationship based, and trauma informed one-on-one case management focused on housing stabilization and lease compliance offered at least monthly (and in many cases, weekly). The need for support may be more intensive once people are housed and for the first six months after. Case management may be more intensive to support people with adjusting to housing and connecting with all needed benefits and resources. Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:
 - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
 - Work with participant to identify, develop, and maintain safe meaningful connections to their community/support network
 - Create a housing stability action plan and housing goals for each household, including wraparound services, which are collaborative between case manager and participant and focused on housing success.
 - Evaluate progress related to housing action plan, as defined through collaborative process with case manager and participant, and adjust plan as needed
 - Ensure each participant has a monthly plan to pay their portion of the rent/utilities; Refer to Utility Payment Program and/or Social Security Representative Payee services if needed and eligible
 - Assistance responding to voucher/rental subsidy requirements including inspections and paperwork completion
 - Create strong relationships with Landlords. Act as a landlord liaison and assist in landlord relationship development; assist participants with responding to notices from landlord

- Provide early intervention and support to address issues that could jeopardize housing stability
- Education on tenant and landlord rights and responsibilities; connect participants with Housing Rights and Resources and/or Housing Mediation services as needed
- Encourage regular communication with the tenant and property management
- Provide problem solving and crisis management
- Provide connection to independent living supports and/or provision of life skills training, as needed
- Provide connections to education and employment opportunities
- Assist (or connect to assistance) with applying for SSI/SSDI using the SOAR model, and other mainstream benefits, when appropriate; refer to ASSIST program for SSI/SSDI application support
- Make appropriate use of flexible client services funding to support housing stability and wellness goals
- Assist with house cleaning and unit maintenance as needed to ensure lease compliance through approved use of flex funding
- Coordination and connections with other supportive services as needed
- Complete annual review. Discuss readiness to “graduate” from housing case management services, as appropriate using "Graduation” protocol.
- If participant loses their housing voucher, case manager will look at housing first and diversion options to find other opportunities for participants whenever possible.

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition.	HMIS
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 95% of households will either maintain housing within the program for at	HMIS

	least 12 months or exit the program to a permanent housing destination	
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6-month follow-up assessment	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams)/Sign in sheets

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:

- First time missing a benchmark/not making progress on goals
 - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
 - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws

3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
13. Assist with program access prioritization, as needed
14. Incorporate participant voice in programming decisions
15. Maintain effective working relationships with contracted providers
16. Attend training and community/systems meetings
17. Provide or assist with creation of necessary participant/program forms
18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Exhibit A of this Amendment #5
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
 - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans
2. Assist with achieving desired program outcomes and improving those outcomes
3. Communicate with Contractor in a timely manner when additional data metrics are determined
4. Work with Contracted providers to continually improve on performance targets
5. Work with Contractor to identify strengths and weaknesses apparent in programming through data
6. Review and identify strengths and weaknesses from participant feedback report with Contractor
7. Monitor for contract compliance

Agencies will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

Short Term Rental Assistance (STRA) Program Design

Contractor shall provide STRA program services. This service component type includes rental assistance and supportive services that can be used to help households move from unsheltered, unstable, homeless prevention to permanent housing. Services should align with the Housing First model (see Addendum – Definitions). All households served with STRA, must first be screened through Coordinated Housing Access (CHA). Diversion must be attempted before providing rental assistance. Contractor’s STRA program will serve not less than fifty (50) households per contract year.

Contractor will work with the Clackamas County Housing Services Team (HST), including but not limited to the Program Team that provides coordination and support to navigation, outreach and engagement, safety off the streets, and housing retention programs. Contractor will ensure that its relevant staff attend required meetings and adhere to protocols and processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the Clackamas County Housing Services Team.

Services must meet each household’s specific needs and must include, but not be limited to, the following:

- Move-in fees
- Landlord debt payments Housing Authority of Clackamas County (HACC)
- Rent arrears and utility assistance.

- Flexible funding to support housing stability goals
- Provide resource and referral to support increased income through education, employment, and/or benefits support
- Mediation or referral to mediation services, between the landlord and tenant, as needed

Contractor shall create a plan to transition all STRA households who have higher needs to RLRA or other longer-term housing options if available.

Short Term Rental Assistance (STRA) eligibility criteria include the following:

- Urgent need for funding, such as a 72-hour eviction notice or a move-in date
- Self-identified disability
- Must have a plan in place for ongoing housing and support, such as a voucher for rent assistance, a payment plan, or stable income
- individual working with another Supportive Housing Services (SHS) provider or advocate who can provide assistance in gathering required documentation

Short Term Rental Assistance (STRA) Program Goals

To verify program implementation and progress toward participant success, the following goals must be met:

1. Serve participants, as referred through the CHA system
2. Maintain communication while receiving services with each participating household
3. Work closely with long term provider to ensure household stability

Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, status changes and entering case managers	HMIS
Housing First Aid/Diversion	At least 10% of those referred to program are provided with Housing First Aid	HMIS
Ending Homelessness	At least 95% of households maintain housing as of 6-month follow-up assessment	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams)/Sign in sheets

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:

- First time missing a benchmark/not making progress on goals
 - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
 - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion, and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:

- a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
 12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
 13. Assist with program access prioritization, as needed
 14. Incorporate participant voice in programming decisions
 15. Maintain effective working relationships with contracted providers
 16. Attend training and community/systems meetings
 17. Provide or assist with creation of necessary participant/program forms
 18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
 19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
 20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Exhibit A of this Amendment #5
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
 - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans
2. Assist with achieving desired program outcomes and improving those outcomes
3. Communicate with Contractor in a timely manner when additional data metrics are determined
4. Work with Contracted providers to continually improve on performance targets
5. Work with Contractor to identify strengths and weaknesses apparent in programming through data
6. Review and identify strengths and weaknesses from participant feedback report with Contractor
7. Monitor for contract compliance

Agencies will be required to follow all County policies including, but not limited to, the

following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

Youth Housing Navigation & Placement Program Design

Contractor shall provide a housing navigation and placement program. This program will assist households with moving into permanent housing within the Metro jurisdictional boundaries and provide a warm hand-off to a supportive housing case manager assigned to each household. Agencies with capacity can provide both navigation, placement, and supportive housing case management to ensure continuity of care.

Contractor will provide connections with long-term supportive services and help navigate the housing placement process following a Housing First model, providing engagement, problem solving, internal warm hand-offs if need occurs and relocation assistance and support as needed. In its performance of these activities, Contractor will work with the Clackamas County Housing Services Team (HST), including but not limited to the Program Team that provides coordination and support to navigation, outreach and engagement, safety off the streets, and housing retention programs. Contractor will ensure that its relevant staff attend required meetings and adhere to protocols and processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the Clackamas County Housing Services Team.

Referrals for housing navigation will come from the By-name-list through CHA. In order to enroll a participant in Navigation, there must be a plan to transfer them to supportive housing case management (SHCM) once housed. This could mean that the Navigator holds the case until an internal placement in SHCM becomes available.

Once enrolled in housing navigation program, individuals must obtain a housing placement within 120 days; in extenuating circumstances an extension may be approved by the voucher program manager of the Housing Authority of Clackamas County or their designee. There is no limit to the number of participants placed in housing; therefore, the program may serve more households with navigation services in a given year depending on system capacity and availability of resources.

This program will maintain a navigator to participant ratio of 1:10 at all times. The program will provide 3.12 FTEs with a revolving capacity to assist approximately 32 households at a time, and

95 households annually. Contractor must report revolving capacity at least monthly to the HST Navigation Program Coordinator.

Each quarter County housing services staff will review the service provider's caseload and benchmarks for Housing Navigation/Placement and Supportive Housing Case Management. Quarterly budget adjustments may be made to shift staff and accompanying costs between Housing Navigation/Placement and Supportive Housing Case Management as necessary. These budget adjustments will be done to accurately track staff moving between service components as the service provider builds a larger Supportive Housing Case Management caseload and will not change the total contract value.

Housing navigation and placement consists of flexible services and funding to assist households in accessing and securing rental housing. Housing navigation and placement is tailored to meet each household's specific needs so they can move into rental housing as quickly as possible. Agency will engage collaboratively with the HST, community groups, and other housing organizations to creatively support client needs related to housing.

Navigation case managers must maintain contact with 100% of participants, check in at least weekly, and document activities and needs related to housing clients. Multiple, progressive efforts will be made to engage each household in a housing search plan. Navigation case managers must attempt contact through email, phone calls, text message, and in person outreach. Navigation case managers must also utilize HST open office hours and BNL case conferencing to problem solve how to get in contact with the household. If program staff are unable to make contact over the course of 30 consecutive days, they will notify HST and the participant will be returned to the by-name-list.

Housing navigation and placement must include the following:

- Check-ins at least weekly with all participating households.
- Assessment of housing barriers, needs and preferences.
- Support and flexible funds to address immediate housing barriers.
- Assistance attending housing orientations and responding to program requirements to secure long-term rent assistance.
- Housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.
- Landlord engagement, establishing relationships with landlords to facilitate participant placement.
- Assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing.
- Support with moving assistance, securing furniture, application fees, and other non-rent move-in costs.
- If participant is unable to live semi-independently, support timely transition to higher level of care or long-term residential treatment programs.

Housing Navigation & Placement Program Goals and Benchmarks:

Outcome	Goal	Data Source
Data Completeness	95% of participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing Navigation	House at least 85% of households matched with the program within 120 days of receiving a housing subsidy; house at least 60% within 90 days.	HMIS
Capacity	Maintain 90% capacity at all times starting 90 days post contract execution.	HMIS and Capacity Tracker
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Zoom Attendance Report and Sign-In Sheets

To maintain progress towards program success, Contractor must meet the following benchmarks:

1. Hire 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:

- First time missing a benchmark/not making progress on goals
 - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals

- Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
 - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
13. Assist with program access prioritization, as needed
14. Incorporate participant voice in programming decisions
15. Maintain effective working relationships with contracted providers
16. Attend training and community/systems meetings
17. Provide or assist with creation of necessary participant/program forms
18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.

19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Exhibit A of this Amendment #5
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
 - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans
2. Assist with achieving desired program outcomes and improving those outcomes
3. Communicate with Contractor in a timely manner when additional data metrics are determined
4. Work with Contracted providers to continually improve on performance targets
5. Work with Contractor to identify strengths and weaknesses apparent in programming through data
6. Review and identify strengths and weaknesses from participant feedback report with Contractor
7. Monitor for contract compliance

Agencies will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

Youth Supportive Housing Case Management/Retention (“SHCM”) Program Design

Contractor shall provide a supportive housing case management program. Supportive housing is affordable housing combined with ongoing services that are flexible, participant-driven, not time-limited, and voluntary to assist households who are experiencing homelessness in achieving housing stability and personal wellness. The program will assist households in maintaining permanent housing within the Metro jurisdictional area.

Contractor will provide long-term supportive housing services following a Housing First model, providing engagement, problem solving, internal warm hand-offs if need occurs and relocation assistance and support as needed. In its performance of these activities, Contractor will work with the Clackamas County Housing Services Team (HST), including but not limited to the Program Team that provides coordination and support to navigation, outreach and engagement, safety off the streets, and housing retention programs. Contractor will ensure that its relevant staff attend required meetings and adhere to protocols and processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the Clackamas County Housing Services Team.

Referrals to SHCM will come from the By Name List (BNL) and through Coordinated Housing Access (CHA) system (see CHA referral process). When the program receives referrals, each new referral will be contacted via all known contact points within 3 to 5 business days, and this will be tracked in participant case notes.

Subject to availability of funds, as determined by HACC in its sole administrative discretion, HACC will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program or other applicable voucher program of participant households receiving supportive housing case management from Contractor.

The program will assist no less than 88 households with supportive housing case management. The expected case manager to participant ratio is approximately 1:25. When caseloads reach capacity, Contractor may hire additional staff if funding is available or transition Navigation staff to SHCM to meet capacity needs.

Once Contractor's SHCM FTEs have reached an enrolled and active caseload of 88 households for Supportive Housing Case Management, Contractor will have their housing navigators begin to build up an SHCM caseload as households are navigated into permanent supportive housing until their caseload reaches 25 households, at which point they will focus on providing SHCM retention services under the Supportive Housing Case Management Scope of Work.

At contract execution, service provider will initially employ 3.5 FTE Supportive Housing Case Managers who will support a total of 88 households. As housing navigators transition to Supportive Housing Case Management, the benchmark will be adjusted as follows:

- Upon execution, Contractor will serve a total of 88 households in Supportive Housing Case Management. Once this number is reached, service provider will begin to transition housing navigators into Supportive Housing Case Management
- When the first housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 113 households in Supportive Housing Case Management.
- Then the second housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 138 households in Supportive Housing Case Management.

- Then the third housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 163 households in Supportive Housing Case Management.
- Then the fourth housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 175 households in Supportive Housing Case Management.

Each quarter County housing services staff will review the Contractor's caseload and benchmarks for Housing Navigation/Placement and Supportive Housing Case Management. Quarterly budget adjustments may be made to shift staff and accompanying costs between Housing Navigation/Placement and Supportive Housing Case Management as necessary. These budget adjustments will be done to accurately track staff moving between service components as the service provider builds a larger Supportive Housing Case Management caseload and will not change the total contract value.

Case management services are dedicated to ensuring participants remain in permanent housing long-term through ongoing housing subsidy and support. Contractor must adhere to any and all HST policies/protocols for non-engagement, and graduation for situations in which case management services may be ended. Exits should be rare and in extreme situations or when people meet graduation requirements. Program case managers and leadership will work with HST SHCM program coordinator on housing retention, capacity building and training needs.

Specific components of supportive housing case management include, but are not limited to:

- Intensive, relationship based, and trauma informed one-on-one case management focused on housing stabilization and lease compliance offered at least monthly (and in many cases, weekly). The need for support may be more intensive once people are housed and for the first six months after. Case management may be more intensive to support people with adjusting to housing and connecting with all needed benefits and resources. Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:
 - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
 - Work with participant to identify, develop, and maintain safe meaningful connections to their community/support network
 - Create a housing stability action plan and housing goals for each household, including wraparound services, which are collaborative between case manager and participant and focused on housing success.
 - Evaluate progress related to housing action plan, as defined through collaborative process with case manager and participant, and adjust plan as needed
 - Ensure each participant has a monthly plan to pay their portion of the rent/utilities; Refer to Utility Payment Program and/or Social Security Representative Payee services if needed and eligible

- Assistance responding to voucher/rental subsidy requirements including inspections and paperwork completion
- Create strong relationships with Landlords. Act as a landlord liaison and assist in landlord relationship development; assist participants with responding to notices from landlord
- Provide early intervention and support to address issues that could jeopardize housing stability
- Education on tenant and landlord rights and responsibilities; connect participants with Housing Rights and Resources and/or Housing Mediation services as needed
- Encourage regular communication with the tenant and property management
- Provide problem solving and crisis management
- Provide connection to independent living supports and/or provision of life skills training, as needed
- Provide connections to education and employment opportunities
- Assist (or connect to assistance) with applying for SSI/SSDI using the SOAR model, and other mainstream benefits, when appropriate; refer to ASSIST program for SSI/SSDI application support
- Make appropriate use of flexible client services funding to support housing stability and wellness goals
- Assist with house cleaning and unit maintenance as needed to ensure lease compliance through approved use of flex funding
- Coordination and connections with other supportive services as needed
- Complete annual review. Discuss readiness to “graduate” from housing case management services, as appropriate using "Graduation” protocol.
- If participant loses their housing voucher, case manager will look at housing first and diversion options to find other opportunities for participants whenever possible.

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS
Increase or maintain Income	At least 80% of households will increase or maintain income	HMIS

	through employment and/or benefit acquisition.	
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 95% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6-month follow-up assessment	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams)/Sign in sheets

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:

- First time missing a benchmark/not making progress on goals
 - Monitoring meeting with HST to identify barriers and possible solutions

- Second time missing a benchmark/not making progress on goals
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
 - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
13. Assist with program access prioritization, as needed
14. Incorporate participant voice in programming decisions
15. Maintain effective working relationships with contracted providers
16. Attend training and community/systems meetings
17. Provide or assist with creation of necessary participant/program forms
18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within

- contracted provider programs or across contracted providers.
19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
 20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Exhibit A of this Amendment #5
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
 - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

8. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans
9. Assist with achieving desired program outcomes and improving those outcomes
10. Communicate with Contractor in a timely manner when additional data metrics are determined
11. Work with Contracted providers to continually improve on performance targets
12. Work with Contractor to identify strengths and weaknesses apparent in programming through data
13. Review and identify strengths and weaknesses from participant feedback report with Contractor
14. Monitor for contract compliance

Agencies will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

Youth Connections to Stable Housing (RRH) Program Design

Contractor shall provide a Rapid Rehousing (RRH) program which includes navigation and placement. Rental assistance and supportive housing services will be provided to help assist households move from temporary housing or homelessness to permanent housing. Housing chosen by participant must be sustainable and may include private market rentals and affordable housing units. The goal of this project is to provide the lightest touch necessary to support

households in achieving long-term housing stability. The program will assist households in obtaining housing within the Metro jurisdictional area.

This program will work with the Clackamas County Housing Services Team Program Planners. Engagement, problem solving, connection to community resources, warm hand off if a transfer needs to occur, and re-location assistance and support will be included in this scope of work as needed.

All referrals to Rapid Rehousing (RRH) will come from the By Name List (BNL) and through Coordinated Housing Access (CHA) system. When the program receives referrals, each new referral will be contacted via all known contact points within five (5) business days to assess current eligibility and interest in this program.

The program will assist a minimum of approximately 20 households annually with rapid rehousing. The expected case manager(s) to participant ratio is approx. 1:15 with a revolving capacity to assist approximately 15 households at a time. As more participants are added to the caseload, more staff must be added to accommodate them if funds are available.

Housing First Aid/diversion, a client focused minimal intervention approach, will be meaningfully attempted with each participant; Housing First Aid/diversion training will be provided by the Housing Services Team (HST).

Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preference. Rental subsidy and case management is provided to stabilize households. Participant portion of the rent will follow rapid rehousing rent assistance best practices to move the participant toward paying 100% of their rental costs as soon as possible. Rental subsidy will not necessarily be a percentage. Providers shall consider the income information for the last 30 days collected at intake to determine the percentage or amount each program participant must pay while receiving assistance. The determination will be documented in the client file. Each provider must create a RRH rent calculation policy and submit to the Housing Services Team (HST) for approval.

Rapid Rehousing services are tailored to meet each household's specific needs and must include, but are not limited to:

Prior to placement, Contractor will provide:

- Check-ins at least weekly with all participating households during housing search
- Client-driven assessment of housing barriers, needs, and preferences
- Support and flexible funds to address immediate housing barriers
- Assistance attending housing orientations and responding to program requirements to secure long-term rent assistance in cases where longer-term subsidy is deemed necessary for housing stabilization
- Housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc
- Landlord engagement, establishing relationships with landlords to facilitate participant placement and retention

- Assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing
- Support with moving assistance, securing furniture, application fees, and other non-rent move-in costs

After housing placement, Contractor will provide:

- Regular check-ins with households should be offered weekly
- Mediation between the landlord and resident (if applicable)
- Short-term rent assistance and case management (up to 24 months)
- Flexible funding to support housing stability goals
- Plan to increase income through education, employment, and/or benefits support
- Plan to “graduate” from housing subsidy and intensive services
- Plan to transition households who have higher needs to long term rent assistance with or without supportive services

Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness & Accuracy	95 % participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 87% occupancy, based on stated capacity	HMIS
Ending Homelessness	At least 87% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 87% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 87% of households who exit to permanent housing, remain in permanent housing as of 6 month follow-up Assessment	HMIS

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution

3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:

- First time missing a benchmark/not making progress on goals
 - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
 - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce

- c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
 12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
 13. Assist with program access prioritization, as needed
 14. Incorporate participant voice in programming decisions
 15. Maintain effective working relationships with contracted providers
 16. Attend training and community/systems meetings
 17. Provide or assist with creation of necessary participant/program forms
 18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
 19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
 20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Exhibit A of this Amendment #5
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
 - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans
2. Assist with achieving desired program outcomes and improving those outcomes
3. Communicate with Contractor in a timely manner when additional data metrics are determined
4. Work with Contracted providers to continually improve on performance targets
5. Work with Contractor to identify strengths and weaknesses apparent in programming through data
6. Review and identify strengths and weaknesses from participant feedback report with Contractor
7. Monitor for contract compliance

Agencies will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process

- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

Youth Shelter Scope of Work Program Design

Contractor will provide supportive services to 89 youth households staying in hotel/motel-based emergency shelter units. Contractor’s shelter model will incorporate provision of safe sheltering, access to resources, reduction of housing barriers, partnering with housing and community agencies, and connecting participants to mainstream services and transitional and permanent housing. Contractor will participate in or facilitate “warm hand off” of housing navigation and/or rental assistance resources.

This program will work with the Clackamas County Housing Services Team (HST) Navigation (NAV), Outreach and Engagement (O&E), Safety off the Streets (SoS), and Supportive Housing Case Management (SHCM) Program Planners. Engagement, problem solving, connection to community resources, warm hand offs, and re-location assistance and support will be included in this scope of work as needed.

All referrals for this program will come from Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff and the by-name list (BNL). Shelter beds must be prioritized for the people with the highest safety and health vulnerabilities (and their household members). Contractor will work with the HST to establish and/or approve prioritization policies. These services will be restricted to within the Metro jurisdictional boundary.

Housing First Aid/diversion, a client focused minimal intervention approach, will be meaningfully attempted with each participant; Housing First Aid/diversion training will be provided by the Housing Services Team (HST). Providing CHA screenings, assisting with by-name list (BNL) efforts, and collecting information for the Built for Zero initiative are required as a shelter provider.

Built for Zero (BFZ) is a national initiative led Community Solutions of which Clackamas County is a participant, and through which Community Solutions provides technical support to the County in developing quality by-name data on people experiencing homelessness and local collaboration efforts dedicated to ending homelessness locally.

The shelter program will be time-limited, working toward a goal of moving participants to safe, stable housing resources within an average of 45 days from move-in. While 45 days is the goal, there may be extenuating circumstances in which a participant(s) may need to stay longer. Families will not be separated unless they choose to shelter separately. Children residing in

shelter will receive assistance attending former or neighborhood schools. Emergency shelter programs must provide a place to stay 24 hours/day, 365 days a year. All shelter programs will be connected to or partner with housing navigation and placement services, long-term supportive housing case management, and rental assistance to connect participants with and help maintain permanent housing. HST will facilitate connections, as needed.

Contractor must provide connections to housing navigation and supportive housing case management services, rental assistance resources, complete CHA screening, and all required Homeless Management Information System (HMIS) data entry.

Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preferences. However, Contractor may set policies and expectations for participants to follow when accessing a shelter program. Follow available HST guidance and policy for non-engagement or program exit. When exit to a housing resource is not an option, please connect individual to available outreach or other safety off the streets resources if available. Ensuring the safety of individuals staying in the shelter program and those exiting to a non-housing resource is a key responsibility of the Contractor.

On-site amenities must include and easily accessible, but are not limited to:

- Access to telephone, computer, and internet
- Toilets, showers, and hygiene supplies
- Laundry facilities
- Storage for belongings

Contractor will provide all services reasonably necessary to run the Program. These services include, but are not limited to:

- Direct staff support for securing food, transportation, and other basic services for households in non-congregate shelter units.
- Shelter intake/CHA assessment completion
- Housing First aid/shelter diversion
- Work with each participant to obtain appropriate documents to access housing, employment, and other needed services, considering the needs of immigrant populations.
- Individualized resource referral and connection, including mental and physical health, as needed.
- Provide at minimum weekly check-ins with households residing in the hotel and motel-based shelter. More frequent if possible, to ensure safety of participants staying in program.
- Interface with hotel owners during occupancy to resolve any misunderstandings or disagreements between owners and occupants. Contact HST staff for additional facilitation or support.
- In partnership with navigation contractors, assist in addressing housing barriers, needs, and preferences of participants. Including completion, submission, and tracking of housing documents or applications.
- Develop a process in coordination with HST, to follow up with households exiting shelter programs to homelessness. Assure adequate connections to services after program exit.

- If participant is unable to shelter semi-independently, support timely transition to higher level of care or long-term residential treatment programs.
- Support participants in self-advocacy efforts and identify opportunities to add participant voice to policy discussions

In addition to the above, Contractor agrees to accomplish the above work under the following terms:

- Open shelter beds must be accessible on weekends and holidays.
- Comply with all relevant health, fire and life safety codes from the local fire marshal and the jurisdiction with permitting authority.
- Have rules to ensure a safe environment for all staff and clients. These rules must be in plain language and as streamlined as possible. See program coordinator for additional policy support.
- Shelters may not categorically exclude persons fleeing domestic violence.
- Contractor will document and certify eligibility of each adult household member as either Population A or Population B, in accordance with Exhibit F.
- May not require shelter guests to be clean and sober or pass urinalysis or breath testing. However, shelters may have rules disallowing alcohol or drug possession or use on shelter premises. Additionally, shelters must incorporate harm reduction into their service delivery.
- Actively participate in trainings, coordination, case conferencing and other meetings as required by HST.
- All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines, attached hereto as Exhibit G and incorporated by this reference herein.

Shelter Services Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of entry	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing First Aid/Diversion	At least 10% of those referred to or seeking shelter are provided with Housing First Aid to find other safe, temporary shelter or long-term options, diverting them from entering the shelter.	HMIS
Effective Services	Average length of program participation below 90 days, with a goal to reduce to 45 days.	HMIS
	Average time from entry to connection to housing resource within 30 days.	HMIS

Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with Contractor	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams app) /Sign in sheets

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:

- First time missing a benchmark/not making progress on goals
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 - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, if needed

4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
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8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
13. Assist with program access prioritization, as needed
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19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Exhibit A of this Amendment #5
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
 - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create

- any necessary quality improvement plans
2. Assist with achieving desired program outcomes and improving those outcomes
 3. Communicate with Contractor in a timely manner when additional data metrics are determined
 4. Work with Contractor to continually improve on performance targets
 5. Work with Contractor to identify strengths and weaknesses apparent in programming through data
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Agencies will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

EXHIBIT B
PERSONAL SERVICES CONTRACT
BUDGET

Northwest Family Services - #10374	
General Services	\$9,317,599.24
Youth Services	\$3,688,481.28
Total Contract Value	\$13,006,081.51

General Services					
Services	FY 21-22	FY 22-23	FY 23-24	FY 24-25	TOTAL
Navigation	\$753,417.00	\$1,046,889.00	\$1,608,536.42	\$1,473,387.22	\$4,882,229.64
SHCM	\$545,804.00	\$526,789.00	\$1,414,482.56	\$1,478,038.04	\$3,965,113.60
STRA	\$90,000.00	\$89,911.00	\$132,000.00	\$135,960.00	\$447,871.00
Capacity Building	\$0.00	\$0.00	\$22,385.00	\$0.00	\$22,385.00
TOTAL	\$1,389,221.00	\$1,663,589.00	\$3,177,403.98	\$3,087,385.26	\$9,317,599.24

Youth Services					
Youth SHCM	N/A	\$70,202.00	\$437,466.87	\$450,590.88	\$958,259.75
Youth Housing Navigation/Placement	N/A	\$69,094.00	\$376,917.48	\$388,225.00	\$834,236.48
Youth Rapid Rehousing	N/A	\$71,175.00	\$284,701.73	\$293,243.06	\$649,119.79
Youth Safety off the Streets	N/A	\$106,097.00	\$520,637.15	\$536,256.11	\$1,162,990.26
Youth Capacity Building	N/A	\$16,775.00	\$67,100.00	\$0.00	\$83,875.00
Total	N/A	\$333,343.00	\$1,686,823.23	\$1,668,315.04	\$3,688,481.28

NWFS Budget (general SHS)		
July 1, 2024 - June 30, 2025		
Line Item Category	Narrative/Description	Funds Requested
Housing Navigation/Placement		
Personnel (7.75 FTE)		
Project Director	50 FTE x \$93,000	\$46,500.00
Housing Navigation Supervisor	1 FTE x \$85,200	\$85,200.00
Mental Health Professional	5 FTE x \$97,530	\$48,765.00
4 Housing Navigators	4 FTE x \$58,916	\$235,664.00
1 FTE Blended Housing Navigator	5 FTE @ \$58,916	\$29,458.00
Housing Inspector	50 FTE x \$70,033	\$35,016.50
Administrative Assistant	50 FTE x \$53,560	\$26,780.00
0.5 FTE Data / HMIS Assistant	25 FTE x \$53,560	\$13,390.00
Fringe / Benefits	26% of above Personnel	\$135,401.11
Personnel Subtotal:		\$656,174.61
Program Operations - Materials and Supplies		
Phone service	\$20 x 12 mos x 7.75 FTE	\$1,860.00
Office supplies	\$45 x 12 mos x 7.75 FTE	\$4,185.00
Mileage	\$0.67 x 300 miles x 12 mos x 7.75 FTE	\$18,693.00
Staff Training / Professional Development	\$1,000 x 7.75 FTE	\$7,750.00
MH professional supervision & training	\$1,000	\$1,000.00
Replacement phones for staff	8 replacement of old equipment * \$500	\$4,000.00
Replacement laptops for staff	8 replacement of old equipment * \$1800	\$14,400.00
Program expenses	\$284 x 12 mos	\$3,408.00
Insurance	\$222	\$222.32
Program Operations - Materials and Supplies Subtotal:		\$55,518.32
Client Services		
Client Move-In Expenses	135/year x \$1,500	\$202,500.00
Client Services/ Flexible Funding	135/year x \$2,000	\$270,000.00
Referred from County emergency cases	24/year x \$5,000	\$120,000.00
Client Services Subtotal:		\$592,500.00
Indirect Administration		
Overhead/Admin	10%	\$130,419.29
Indirect Subtotal:		\$130,419.29
Housing Navigation/Placement Subtotal:		\$1,434,612.22
Supportive Housing Case Management		
Personnel (8.75 FTE)		
Project Director	50 FTE x \$93,000	\$46,500.00
SHCM Supervisor (w/behavioral health background)	1 FTE x \$90,000	\$90,000.00
Mental Health Professional	5 FTE x \$97,530	\$48,765.00
1 FTE Blended Case Manager	5 FTE @ \$58,916	\$29,458.00
5 FTE SH Case Managers	5 FTE @ \$58,916	\$294,580.00
Housing Inspector	50 FTE x \$70,033	\$35,016.50
Administrative Assistant	50 FTE x \$53,560	\$26,780.00
0.5 FTE Data / HMIS Assistant	25 FTE x \$53,560	\$13,390.00
Fringe / Benefits	26% of above Personnel	\$151,967.27
Personnel Subtotal:		\$736,456.77
Program Operations - Materials and Supplies		
Phone service	\$20 x 12 mos x 8.75 FTE	\$2,100.00
Office supplies	\$45 x 12 mos x 8.75	\$4,725.00
Mileage	\$0.67 x 310 miles x 12 mos x 8.75 FTE	\$21,808.50
Staff Training / Professional Development	\$1,000 x 8.75 FTE	\$8,750.00
MH professional supervision & training	\$1,055	\$1,055.00
Replacement phones for staff	9 replacement of old equipment * \$500	\$4,500.00
Replacement laptops for staff	9 replacement of old equipment * \$1800	\$16,200.00
Program expenses	\$750 x 12 mos	\$9,000.00
Insurance	\$226	\$225.68
Program Operations - Materials and Supplies Subtotal:		\$68,364.18
Client Services		
Client Services/ Flexible Funding	137 x \$3,000	\$411,000.00
Client Services Subtotal:		\$411,000.00
Indirect Administration		
Overhead/Admin	10%	\$121,582.09
Indirect Subtotal:		\$121,582.09
Supportive Housing Case Management Subtotal:		\$1,337,403.04
Short-term Rent Assistance		
Short-term Rent Assistance	\$23,892 x 12 mos	\$286,700.00
Client Services Subtotal:		\$286,700.00
Indirect Administration		
Overhead/Admin	10%	\$28,670.00
Indirect Subtotal:		\$28,670.00
Short-term Rent Assistance Subtotal:		\$315,370.00
Capacity Building		
Capacity Building Subtotal:		\$0.00
Indirect Administration		
Overhead/Admin	10%	\$0.00
Indirect Subtotal:		\$0.00
Capacity Building Subtotal:		\$0.00
Total Budget:		\$3,087,385.26

NWFS Youth Services Budget		
July 1, 2024 - June 30, 2025		
Supportive Housing Case Management		
Personnel (4.2 FTE)		
Program Manager	.50 FTE x \$80,650	\$40,325.00
Foster Youth Program Manager	2 FTE x \$80,650	\$16,130.00
2 FTE SH Case Managers	2.0 FTE x \$58,916	\$117,832.00
1.5 FTE Foster Youth SH Case Managers	1.5 FTE x \$58,916	\$88,374.00
Fringe Benefits	26% of above Personnel	\$68,291.86
Personnel Subtotal:		\$330,952.86
Program Operations - Materials and Supplies		
Phone service	4.2 FTE x \$20 x 12 mos	\$1,008.00
Office supplies	4.2 FTE x \$20 x 12 mos	\$1,008.00
Mileage	4.2 FTE x \$6.7 x 100 miles x 12 months	\$3,376.80
Staff Training Professional Dev	\$100 x 4.2 FTE	\$420.00
Program expenses	\$100 x 12 mos	\$1,262.41
Program Operations - Materials and Supplies Subtotal:		\$7,075.21
Client Services		
Client Services - Flexible Funding	50 x \$600	\$30,000.00
Foster Youth Client Services - Flexible Funding	38 x \$1,094.74	\$41,600.00
Client Services Subtotal:		\$71,600.00
Indirect Administration		
Overhead/Admin	10%	\$40,962.81
Indirect Subtotal:		\$40,962.81
Supportive Housing Case Management Subtotal:		\$450,590.88
Housing Navigation - Permanent Supportive Housing		
Personnel (1.2 FTE)		
Project Manager	.20 FTE x \$80,650	\$16,130.00
1 FTE Case managers	1.0 FTE @ \$58,916	\$58,916.00
Fringe Benefits	26% of above Personnel	\$19,511.96
Personnel Subtotal:		\$94,557.96
Program Operations - Materials and Supplies		
Phone Service	1.2 FTE x \$50 x 12 mos	\$288.00
Office Supplies	1.2 FTE x \$35 x 12 mos	\$504.00
Mileage	1.2 FTE x \$6.7 x 250 miles x 12 months	\$2,320.00
Staff Training Professional Dev	\$1000 x 1.2 FTE	\$1,200.00
Program Supplies	\$267 x 12 mos	\$3,204.00
Program Operations - Materials and Supplies Subtotal:		\$7,716.00
Client Services		
Client Move-in Expenses	70 youth x \$1,000	\$70,000.00
Client Services - Flexible Funding	70 youth x \$1,402.26	\$98,157.86
Foster Youth - client move-in expenses	25 youth x \$1,500	\$37,500.00
Foster Youth - flexible funding	25 youth x \$1,800	\$45,000.00
Client Services Subtotal:		\$250,657.86
Indirect Administration		
Overhead/Admin	10%	\$35,293.18
Indirect Subtotal:		\$35,293.18
Housing Navigation - Permanent Supportive Housing Subtotal:		\$388,225.00
Rapid Rehousing		
Personnel (1.1 FTE)		
Project Manager	.10 FTE x \$80,650	\$8,065.00
1 FTE Case managers	1.0 FTE @ \$58,916	\$58,916.00
Fringe Benefits	26% of above Personnel	\$17,415.06
Personnel Subtotal:		\$84,396.06
Program Operations - Materials and Supplies		
Phone Service	1.1 FTE x \$20 x 12 mos	\$266.54
Office Supplies	1.1 FTE x \$35 x 12 mos	\$462.00
Mileage	1.1 FTE x \$6.7 x 152 miles x 12 months	\$1,150.00
Staff Training Professional Dev	\$100 x 1.1 FTE	\$110.00
Program Operations - Materials and Supplies Subtotal:		\$2,188.54
Client Services		
Rapid Rehousing	20 x 6 mos. (avg) x \$1,500	\$180,000.00
Client Services Subtotal:		\$180,000.00
Indirect Administration		
Overhead/Admin	10%	\$26,658.46
Indirect Subtotal:		\$26,658.46
Rapid Rehousing Subtotal:		\$293,248.06
Safety off the Streets		
Personnel (2.2 FTE)		
Project Director	.20 FTE x \$80,650	\$16,130.00
2 FTE Shelter Case Manager	2 FTE x \$58,916	\$117,832.00
Fringe Benefits	26% of above Personnel	\$34,830.12
Personnel Subtotal:		\$168,792.12
Program Operations - Materials and Supplies		
Phone plan	2.2 FTE x \$20 x 12 mos	\$528.00
Office supplies	\$79 x 12 mos	\$948.88
Mileage	2.2 FTE x \$6.7 x 214 miles x 12 months	\$3,786.55
Staff training professional dev	\$1000 x 2.2 FTE	\$2,200.00
Program Operations - Materials and Supplies Subtotal:		\$7,463.43
Client Services		
Client Services - Flexible Funding	64 x \$3,671.88 (temporary motel hotel shelter)	\$235,000.00
Foster Youth - temporary motel hotel shelter	25 youth @ \$3,050	\$76,250.00
Client Services Subtotal:		\$311,250.00
Indirect Administration		
Overhead/Admin	10%	\$48,750.56
Indirect Subtotal:		\$48,750.56
Safety off the Streets Subtotal:		\$536,256.11
Capacity Building		
Client Services Subtotal:		
Indirect Administration		
Overhead/Admin	10%	\$0.00
Indirect Subtotal:		\$0.00
Capacity Building Subtotal:		\$0.00
Total Budget:		\$1,668,315.08