

June 13, 2024

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of Amendment #3 extending the term, updating the scope of work, and increasing the funding to a personal services contract with Northwest Family Services, operating Casa Esperanza, for housing navigation and shelter. Amendment value is \$775,678 for 1 year, agreement value is increased to \$2,085,345.60 for 3 years. Funding is through Metro Supportive Housing Services Measure Funds and \$112,855 in budgeted County General Funds.

Previous Board Action/Review	Original Contract: Housing Authority board approval -7/21/2022--- 20220721 I.C Amendment #1: removing cooperative language approved by H3S-07/21/2022 Contract Assigned to the County 07/21/2022---20220721 III.G.9 Amendment #2 extending term, adding scope, increasing funds approved 7/13/2023---- 20230713 I.C.17 Amendment # 3 Brifed at issues --- 6/11/24		
Performance Clackamas	1. This funding 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) 332-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division, Health, Housing & Human Services requests approval of Amendment #3 to Contract #10726 with Northwest Family Services to update the contract’s scope of work, extend the term through June 30, 2025, and increase the contract value.

Northwest Family Services operates Casa Esperanza, a culturally specific site-based emergency shelter for female-identifying Latina(x) survivors of domestic violence, sexual assault, and sex trafficking and their family members. Casa Esperanza also provides motel vouchers to large families or households for whom a non-congregate, motel-based shelter model is more appropriate.

This housing program is time-limited and has a goal of moving participants to safe, stable, permanent housing resources within an average of 45 days from move-in. Children residing in shelter receive assistance attending former or neighborhood schools. All shelter programs are connected with housing navigation and placement services, long-term, supportive housing case management, and rental assistance to connect participants with and help maintain permanent housing. This program provides 6 units of site-based emergency

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shelter and motel vouchers to 40 large households and serves 100 households annually.

This amendment is funded through \$662,823 in Supportive Housing Services Funds and \$112,855 in County General Funds budgeted for homeless services. The General Funds allow Northwest Family Services to take referrals from rural areas and serve rural households.

RECOMMENDATION: Staff respectfully recommends the Board approve Amendment #3 to Contract #10726 with Northwest Family Services to provide shelter and navigation and placement services for Clackamas County residents experiencing homelessness.

Respectfully submitted,

A handwritten signature in cursive script that reads "Rodney A. Cook".

Rodney A. Cook
Director of Health, Housing & Human Services

**AMENDMENT #3
TO THE CONTRACT DOCUMENTS WITH NORTHWEST FAMILY SERVICES FOR
SUPPORTIVE HOUSING SERVICES
Contract #10726**

This Amendment #3 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 July 21, 2022 (“Contract”).

The Purpose of this Amendment #3 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 #3, 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 #3**, attached hereto and incorporated by 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 \$775,678.00.

Consideration rates are on a reimbursement basis in accordance with the budget set forth in **Exhibit B to this Amendment #3**, attached hereto and incorporated by this reference herein, and the terms of the Contract.

Budget line items within categories may be changed with written agreement by both parties. County may approve, in writing, adjustments to budget line-item amounts provided the maximum Contract amount is not exceeded.

The total Contract compensation will not exceed \$2,085,345.60.

ORIGINAL CONTRACT	\$ 437,087.00
AMENDMENT #1	\$ 0 - Updated language
AMENDMENT #2	\$ 872,580.60 – Term/Funding
AMENDMENT #3	\$ 775,678.00 – Term/Funding
TOTAL AMENDED CONTRACT	\$ 2,085,345.60

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 #3, effective upon the date of the last signature below.

Northwest Family Services

Clackamas County

Rose Fuller 5/20/24

Authorized Signature Date

, Date

Rose Fuller

Printed Name

Date

Approved as to Form:

[Signature] 05/20/2024

County Counsel Date

EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK

Shelter Services

NWFS will continue to operate and enhance services at Casa Esperanza. Casa Esperanza is a culturally specific emergency shelter for female-identifying Latina(x) survivors of domestic violence, sexual assault, and sex trafficking and their family members.

Contractor will provide supportive services to households staying in 6 site-based emergency shelter units. Casa Esperanza will provide motel vouchers for up to 40 large families or households that face challenges that are self-identified as better suited for a non-congregate model. Overall, the program will serve 100 households annually.

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 6 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.
- 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-	HMIS

	term options, diverting them from entering the shelter.	
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
 - 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
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 Contractor
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 Contractor.
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 Article II, Section 31 of the contract.
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
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 which will be provided to agencies after contract completion. See References below:

- 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

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 2 FTEs with a revolving capacity to assist approximately 20 households at a time. 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 Article II, Section 31 of the contract.
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

EXHIBIT B
PERSONAL SERVICES CONTRACT
BUDGET

Budget		
Budget Line Item	Narrative/Description <small>Please provide a detailed description of each line item</small>	Funds Requested
Safety off the Streets - SHS		
Personnel		
DV Shelter Manager	Full time position	\$ 69,000
DV Advocate 1	Full time position	\$ 53,000
DV Advocate 2	Full time position	\$ 53,000
DV Advocate 3	Full time position	\$ 53,000
DV Operations supervisor	0.02	\$ 2,022
Taxes and Fringe	Taxes and Fringe	\$ 57,506
Safety off the Streets Personnel Subtotal:		\$ 287,528
Program Operations - Materials and Supplies		
Utilities - Water and Sewer	Water usages as well as sewage	\$ 2,440
Utilities - Electric and Gas	Electricity and gas	\$ 3,000
Utilities - Internet and Phone	Internet and phone	\$ 2,600
Utilities - Pest Control	Pest control	\$ 400
Utilities - Landscape Upkeep	Landscape upkeep	\$ 1,200
Rent	Rent	\$ 16,320
Mileage	4 FTE x \$.67 x 1800 miles annually	\$ 4,824
Staff training	Training 4 FTE x \$500	\$ 1,000
Safety off the Streets Program Operations Subtotal:		\$ 31,784
Client Services		
Client stability	Flex funds birth certifies, ID, car repair, etc	\$ 27,588
Motel shelter	30 families x \$3333	\$ 100,000
Safety off the Streets Client Services Subtotal:		\$ 127,588
Administration		
Indirect Administration	10%	\$ 44,690
Administration Subtotal:		\$ 44,690
Safety off the Streets - SHS Subtotal:		\$ 491,589
Safety off the Streets - CGF		
Personnel		
DV Advocate 4	Part time position	\$ 24,000
DV Advocate 5	Part time position	\$ 24,000
DV Operations supervisor	0.02	\$ 2,022
Taxes and Fringe	Taxes and Fringe	\$ 12,506
Safety off the Streets Personnel Subtotal:		\$ 62,528
Program Operations - Materials and Supplies		
Mileage	1 FTE x \$.67 x 1860 miles annually	\$ 1,246
Safety off the Streets Program Operations Subtotal:		\$ 1,246
Client Services		
Client stability	Flex funds birth certifies, ID, car repair, etc	\$ 13,500
Motel shelter	10 families x \$2500	\$ 25,322
Safety off the Streets Client Services Subtotal:		\$ 38,822
Administration		
Indirect Administration	10%	\$ 10,260
Administration Subtotal:		\$ 10,260
Safety off the Streets - CGF Subtotal:		\$ 112,855
Housing Navigation/Placement		
Personnel		
DV Housing Navigation/Support 1	Full Time Position	\$ 56,000
DV Housing Navigation/Support 2	Full Time Position	\$ 56,000
Taxes and Fringe	Taxes and Fringe	\$ 28,000
Housing Navigation/Placement Personnel Subtotal:		\$ 140,000
Program Operations - Materials and Supplies		
Program Materials	Materials and Supplies for Operations	\$ 3,166
Housing Navigation/Placement Program Operations Subtotal:		\$ 3,166
Client Services		
Client Stability	Flex funds for birth certificates, ID, etc	\$ 12,500
Housing Navigation/Placement Client Services Subtotal:		\$ 12,500
Administration		
Indirect Administration	10%	\$ 15,567
Administration Subtotal:		\$ 15,567
Housing Navigation/Placement Subtotal:		\$ 171,233
Total Funds Requested:		\$ 775,678