

July 13, 2023

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of Amendment #3 expanding the scope of work and increasing the funding of a personal services contract with Northwest Family Services for adult and youth housing services. Amendment value is \$2,427,616 for 1 year. Agreement value is increased to \$7,778,129 for 3 years. Funding is through the Supportive Housing Services Measure. No County General Funds are involved.

Previous Board Action/Review	October 14, 2021 – 20211014 I.4 – Original Contract Approved June 30, 2022 – 20220630 II.B – Amendment #1 Approved September 29, 2022 – 20220929 I.B – Assignment Addendum Approved December 12, 2022 – 20221215.V.F.10 – Amendment #2 Approved Briefed at Issues – July 11, 2023		
Performance Clackamas	<ol style="list-style-type: none"> 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) 332-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #3 to a contract with Northwest Family Services (NWFS) to expand the scope of work 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 needs of our residents.

This amendment adds funding for additional short term rental assistance and to expand housing navigation capacity from 90 to 150 households served per year. It also adds funding to expand supportive housing case management capacity from 75 to 150 households served per year. Housing navigation and placement services assist households in locating and securing permanent housing by assisting them in overcoming any barriers they may be experiencing. They link households to rent assistance voucher programs including the Regional Long-Term Rent Assistance Program (RLRA) and also to ongoing supportive housing case management, as

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needed, to stay stably housed. Supportive housing case management is often the missing piece that when added to rent assistance programs can lead to greater housing success.

In addition to the expanded scope described above, Amendment #3 also incorporates funding into the existing contract with NWFS for youth services. The Housing & Community Development recently carried out a procurement for youth housing services, including emergency shelter, rapid rehousing, housing navigation and placement, and supportive housing. Northwest Family Services was awarded to provide youth emergency shelter, rapid rehousing, housing navigation and placement, and supportive housing case management.

The amendment funds the implementation and operations of a youth emergency shelter program that will serve no less than 16 youth households at a time and approximately 64 youth households annually. It will also fund youth housing navigation capacity to serve 70 youth households annually, rapid rehousing capacity for 20 youth households per year, and youth supportive housing case management and retention, which will serve 50 youth households annually.

RECOMMENDATION: Staff respectfully recommends the Board approve Amendment #3 to Contract #10374 between Northwest Family Services and Clackamas County to provide supportive housing navigation and placement, case management and retention, short term rent assistance, youth emergency shelter, navigation and placement, case management, and rapid rehousing services for Clackamas County residents experiencing homelessness.

Respectfully submitted,



Rodney A. Cook
Health, Housing & Human Services

**AMENDMENT #3
TO THE CONTRACT DOCUMENTS WITH NORTHWEST FAMILY SERVICES
Contract #10374**

This Amendment #3 is entered into between **Northwest Family Services** (“Contractor”) and Clackamas County, through its Housing and Community Development Division (“County”), and shall become part of the contract documents entered into between both parties (“Contract”).

This amendment will allow the Contractor to add capacity building for Supportive Housing Case Management and Youth Supportive Housing Services. As such, 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:

This Contract is effective until **June 30, 2024**. The Contract may be extended, upon execution of one or more written amendments by both parties, for up to three (3) one-year terms.

Prior to consideration of any additional optional renewal, the County will provide Contractor with an allocation amount of funds County has determined are available for the one-year renewal term. Upon receipt of the allocation amount, the Contractor will submit a proposed annual budget to the County based on that amount. The County may either agree to the proposed annual budget and exercise the renewal, negotiate with Contractor to use a different proposed annual budget or reject the proposed annual budget and decline to renew the Contract.

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

Contractor will perform additional services as part of the Work. The additional services, together with existing Work, is set forth in the revised Exhibit A – Scope of Work, 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, as amended by this Amendment #3, County will pay Contractor an amount not to exceed \$2,427,616 for the remaining term of this Contract. Consideration is on a reimbursement basis in accordance with the revised budget attached hereto as Exhibit C and incorporated by this reference herein. The total Contract amount shall not exceed \$7,778,129.

Contractor understands and agrees that the County’s obligation to pay Contractor for performing the Work under this Contract is expressly contingent upon the County receiving sufficient funds, as determined by the County in its sole administrative discretion, from the Metro Regional Government (“Metro”) under the supportive housing services program tax, as approved as ballot measure 26-210.

ORIGINAL CONTRACT	\$ 900,156
AMENDMENT#1	\$ 489,065
AMENDMENT#2	\$3,961,292
AMENDMENT#3	\$2,427,616
TOTAL AMENDED CONTRACT	\$7,778,129

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 06/21/23
Authorized Signature Date

Rose Fuller
Name / Title (Printed)

Executive Director

Tootie Smith, Clackamas County Board Chair

Date

Approved as to form:

[Signature] 06/21/2023
Date:

Attachments: Exhibit A – Scope of Work; Exhibit C – Budget

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

Housing Navigation & Placement Program Design

Northwest Family Services 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.

This program will maintain a navigator to **participant ratio of 1:10 at all times**. The program will provide **6 Full-Time Employees (“FTE’s”)** with a revolving capacity to assist **approximately 60 households at a time**. Contractor must report revolving capacity at least monthly to the HST Navigation Program Coordinator.

This program will provide connections with long-term supportive services and help navigate the housing placement process following a Housing First model. This program will work with the HST Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand-offs to services, and re-location assistance and support as needed. Allowing for up to 120 days from housing navigation program entry to housing placement, with the goal that most households are served with navigation and placement within 90 days, contractor will move **not less than approximately 60 households into permanent housing every four months, or approximately 180 households per year**. There is no limit; therefore, the program may serve more households with navigation services in a given year baring system capacity and availability of resources.

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. Contractor will engage collaboratively with the HST, community groups, and other housing organizations to creatively support client needs related to housing.

Referrals for housing navigation will come primarily from the By-name-list through regular case conferencing and matching meetings. Referrals may also come directly through street outreach or from emergency shelter programs, as assigned by Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators.

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. If program staff are unable to make contact over the course of 30 consecutive days, report the delay to the Navigation Program Coordinator to assist with engagement strategies. If a household does not find permanent housing or chooses not to engage with housing navigation and placement services, this program will work with O&E/SoS Program Coordinator to engage in Housing First Aid, harm-reduction conversations.

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.

Housing Navigation & Placement Program Goals and Benchmarks:

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	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 Matching Report
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi

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

Timeline:

- Hire and have 100% of staff within 90 days of contract execution.
- Complete HMIS training for at least one staff member within 90 days of hiring
- All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution
- Submit agency program manual and policies within 180 days of contract execution.
- Staff will complete RLRA training and attend an RLRA Orientation within 30 days of being hired.
- Staff will participate in Built for Zero case conferencing within 30 days of being hired.

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 meetings 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, including sharing examples among Contracted providers.
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data.
5. Provide HMIS access, training, and support.
6. Provide connections to CHA and Housing First Aid/diversion training.
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed.
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education training.
9. Connect all contracted programs with the overall system of services for people experiencing homelessness.
10. Support both formal and informal partnerships between provider organizations, including those newly formed.
11. 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
12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.
13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
14. Assist with program access prioritization, as needed.
15. Incorporate participant voice in SHS programming decisions.
16. Maintain effective working relationships with contracted providers.
17. Attend training and community/systems meetings.
18. Provide or assist with creation of necessary participant/program forms.
19. 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.
20. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
21. 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 this Exhibit A – Scope of Work.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:

- a. HMIS data quality: % missing.
 - b. Participant demographic data, including race and ethnicity.
 - i. When possible, data points listed below will include a breakdown of demographic characteristics related to race and ethnicity.
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Number of households served.
 - ii. Average length of time searching for housing
 - iii. Average flexible spending cost per household served.
 - iv. Average length of Homelessness across households served.
 - v. Number of households exited with a permanent housing placement.
 - vi. Percent of households requesting an RLRA extension
 - e. Narrative responses to questions
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community.
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets.
 5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit.
 - i. Enter the results into HMIS.
 6. Prepare an annual participant feedback report.
 7. 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. Use HMIS data to create and provide semi-annual “progress report” to Contractor.
5. Work with Contracted providers to continually improve on performance targets.
6. Work with Contractor to identify strengths and weaknesses apparent in programming through data.
7. Review and identify strengths and weaknesses from participant feedback report with Contractor.
8. Monitor for contract compliance.

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

Northwest Family Services 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.

This program will work with the HST Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand-offs to services, and re-location assistance and support as needed.

All referrals to SHCM will come from the by-name list and through Coordinated Housing Access (CHA) system. Programs receive referrals through the matching process. When the program receives referrals, each new referral will be contacted via all known contact points. Those referrals coming from housing navigation services will receive a warm hand-off (see warm hand off guidance) into this SHCM program.

Subject to availability of funds, as determined by Clackamas County's Housing Services Team (HST) in its sole administrative discretion, HCDD will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program. HST will provide coordination to support smooth transitions between housing navigation/placement and supportive housing case management.

The program will assist no less than **150 households annually with supportive housing case management. The expected case manager to participant ratio is approx. 1:25.** As more participants are added to the case load, more staff must be added to accommodate them.

Case management services are dedicated to ensuring participants remain in permanent housing long-term either through ongoing housing subsidy and support or by "graduating" from rental subsidy and/or intensive case management. 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 most cases, weekly)
- Highly flexible services tailored to meet the needs of each household must be offered; services must be offered based upon the individual's needs and desires.
- These services must include, but are not limited to:
 - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment.
 - Create a housing stability action plan and housing goals for each household, including wraparound services, which are determined by participants and focused on housing success.
 - Evaluate progress, as defined by the participant, and adjust plan as needed.
 - Ensure each participant has a monthly plan to pay their portion of the rent/utilities; money management support.
 - Assistance responding to RLRA requirements including inspections and paperwork completion.
 - Act as a landlord contact and assist in landlord relationship development.
 - Education on tenant and landlord rights and responsibilities
 - Regular communication with the tenant and property management
 - Early intervention and support to address issues that could jeopardize housing stability.
 - Problem solving and crisis management.
 - Connection to independent living supports and/or provision of life skills training, as needed.
 - Support with connecting to all eligible mainstream benefits.
 - Connections to education and employment opportunities

- Assistance, or connections to assistance, with applying for SSI/SSDI, using the SOAR model, and other benefits, when appropriate.
- Appropriate use of flexible funding to support housing stability and wellness goals.
- Assistance with house cleaning and unit maintenance as needed to ensure lease compliance.
- Coordination and connections with other supportive services as needed.
- Plan to “graduate” from housing subsidy and/or intensive housing case management services, as appropriate using moving on policy.

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	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 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

Benchmarks and Timeline:

1. Hire and have 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 agency program manual and policies within 180 days of contract execution.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired.
6. Staff will participate in Built For Zero Case Conferencing within 30 days of being hired.

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:

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 - 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, including sharing examples among Contracted providers.
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data.
5. Provide HMIS access, training, and support.
6. Provide connections to CHA and Housing First Aid/diversion training.
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed.
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education training.
9. Connect all contracted programs with the overall system of services for people experiencing homelessness.
10. Support both formal and informal partnerships between provider organizations, including those newly formed.
11. 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
12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.
13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
14. Assist with program access prioritization, as needed.
15. Incorporate participant voice in SHS programming decisions.
16. Maintain effective working relationships with contracted providers.
17. Attend training and community/systems meetings.
18. Provide or assist with creation of necessary participant/program forms.

19. 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.
20. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
21. 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 this Exhibit A – Scope of Work.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing.
 - b. Participant demographic data, including race and ethnicity.
 - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity.
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Number of households served.
 - ii. Bed/Unit utilization
 - iii. Rates of increased income and benefits
 - iv. Rates of Permanent Housing
 1. Maintenance of housing in program
 2. Exits to other permanent housing.
 3. Relocations within program to another PH unit
 4. Post-exit follow-up PH retention rates
 - v. Average cost per household served annually.
 - e. Narrative responses to questions
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community.
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets.
5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit.
 - a. Enter the results into HMIS.
6. Prepare an annual participant feedback report.
7. 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. Use HMIS data to create and provide semi-annual “progress report” to Contractor.
5. Work with Contracted providers to continually improve on performance targets.
6. Work with Contractor to identify strengths and weaknesses apparent in programming through data.

7. Review and identify strengths and weaknesses from participant feedback report with Contractor.
8. Monitor for contract compliance.

Youth Emergency Shelter Program Design

Northwest Family Services will operate an emergency shelter for youth in Clackamas County. Eligible services may include congregate, non-congregate, facility based, host homes, and hotel/motel-based shelter.

Referrals for this program will come from both Coordinated Housing Access (CHA), street outreach programs, and Contractor's network of referral partners. Housing First Aid/diversion must be meaningfully attempted with each youth household requesting shelter, before enrolling in the shelter program. Shelter beds must be prioritized for youth with the highest safety and health vulnerabilities. Contractor will work with the Clackamas County Housing Services Team (HST) to establish and/or approve prioritization policies.

This emergency housing program will be time-limited, working toward a goal of moving participants to safe, stable permanent housing resources within an average of 45 days from move-in. Allowing for an average shelter stay of 90 days, with the goal that most youth households will move to more stable housing within 45 days, Contractor will serve **not less than 16 youth households every three months or approximately 64 youth households annually**. While 45 days is the goal, it is not a time limit, and there is a shared recognition of the specific needs of youth sometimes exceeding a 45-day stay.

School-age youth will receive assistance attending former or neighborhood school. Emergency shelter programs must provide a place to stay 24 hours/day, 365 days a year. Short closures of up to 14 days a year are allowed for deep cleaning, staff training and major repairs and maintenance.

Youth participants will be supported with various needs through flexible funding, which will also be used to remove barriers to housing placement. The HST will facilitate connections with long-term supportive housing case management, as needed.

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

- Access to telephone, computer, and internet
- Restroom facilities, including toilets, showers, and hygiene supplies
- Laundry facilities
- Access to storage for personal belongings
- Access to a place to stay 24hrs/day
- Mail access

Services offered must include, but are not limited to:

- Youth-specific service provision, including an intake/housing needs/strengths assessment.
- Housing first aid/diversion
- If not already completed, complete CHA assessment with each youth participant within 3 days of move-in
- Work with each youth participant to obtain appropriate documents to access housing, employment, and other needed services.
- Housing advocacy
- Wraparound services led by case managers providing connections to physical and behavioral health, youth peer support, family mediation, and other services.

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

- Shelters may not require youth 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.
- Shelters may have rules to ensure a safe environment, but these rules must be in plain language and as streamlined as possible. Shelter rules must align with Fair Housing law pertaining to emergency shelters.
- Contractor will document and certify eligibility of each youth head of household member as either Population A or Population B, in accordance with Exhibit F.
- Open shelter beds must be accessible on weekends and holidays.
- Facility will be staffed with at least one staff member during business hours and overnight staff and/or security will be provided to ensure the safety of shelter guests.
- Shelters must comply with all relevant health, fire and life safety codes from the local fire marshal and the jurisdiction with permitting authority.
- 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.
- Absent express written approval by HACC, all Work performed under this Contract must be performed within the Metro jurisdictional boundaries.

Goals and Benchmarks

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	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 COMP site
Optimal Occupancy	At least 95% occupancy, based on stated capacity of program	HMIS COMP site
Effective Services	Average length of program participation below 75 days, with a goal to reduce to 45 days.	HMIS COMP site
Ending Homelessness	At least 75% of youth households exit shelter to a permanent or transitional (more than 90 day stay) housing option	HMIS COMP site

Benchmarks and Timeline Responsibilities:

Contractor Benchmarks and Timeline Responsibilities:

1. Hire and have 100% of contracted staff on board within 90 days of contract execution.
2. Complete HMIS training for at least one staff member within 60 days of contract execution
3. Complete Housing First Aid/Diversion training within 90 days of contract execution
4. Complete and submit for approval first draft of agency program manual within 180 days of contract execution (including safety and grievance policies)

5. Staff will participate in Built For Zero (BFZ) Case Conferencing within 30 days of being hired.

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.
 - Monitoring meeting with HST to identify barriers and possible solutions.
- Second time missing a benchmark.
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark.
 - 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:

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2. Adhere to all applicable Fair Housing laws.
3. Support Contractor in creating policy manual, including sharing examples among Contracted providers.
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data.
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8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings.
9. Connect all contracted programs with the overall system of services for people experiencing homelessness.
10. Support both formal and informal partnerships between provider organizations, including those newly formed.
11. 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 Disorder treatment
 - j. Peer support
 - k. Family mediation
12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.

13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
14. Assist with program access prioritization, as needed.
15. Incorporate youth/participant voice in SHS programming decisions.
16. Maintain effective working relationships with contracted providers.
17. Attend training and community/systems meetings.
18. Provide or assist with creation of necessary participant/program forms.
19. Support Contractor in identifying and re-matching youth 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.
20. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
21. 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 – Scope of Work of the contract.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing.
 - b. Participant demographic data, including race and ethnicity.
 - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity.
 - c. Average cost per youth household served (successfully and total)
 - d. Program-specific elements
 - i. Percent of youth households provided Housing First Aid and diverted from shelter services.
 - ii. Bed/Unit Utilization average percentage
 - iii. Average length of program participation
 - iv. Rate of exit from shelter to permanent housing
 - e. Narrative responses to questions that align with the Guiding Principles and Expectations:
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community.
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets.
5. Conduct post-program-exit follow-up assessment at 6 and 12 months post-exit. A.
 - a. Enter the results into HMIS.
6. Prepare an annual participant feedback report.
7. 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. Use HMIS data to create and provide semi-annual "progress report" to Contractor.
5. Work with Contracted providers to continually improve on performance targets.
6. Work with Contractor to identify strengths and weaknesses apparent in programming through data.
7. Review and identify strengths and weaknesses from participant feedback report with Contractor.
8. Monitor for contract compliance.

Youth Housing Navigation, Placement, and Rapid Rehousing ("RRH") Program Design

Contractor shall provide a housing navigation, placement, and rapid rehousing program for youth in Clackamas County. This program includes navigation, placement, rental assistance, and supportive services to help youth households move from temporary housing or homelessness to permanent housing. Housing types may include private market rentals, affordable housing units, and long-term host homes. The goal of this project is to provide the lightest touch necessary to support in achieving long term housing stability.

All referrals to housing navigation, placement, and rapid rehousing will come from the by-name list and/or through the Coordinated Housing Access (CHA) line. Housing First Aid/diversion must be meaningfully attempted with each youth household before providing prevention or re-location assistance. 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 approximately 70 youth households annually with housing navigation/placement and approximately 20 youth households annually with rapid rehousing. Throughout the entirety of services, case managers will act as the landlord contact and assist in landlord relationship development. Wraparound services led by case managers will provide connections to physical and behavioral health, youth peer support, family mediation, and other services. **The expected case manager to participant ratio is approx. 1:10.** As more participants are added to the case load, more staff must be added to accommodate them.

Because relocation and housing navigation assistance are core components of this type of program, flex funds will include necessary categories to support housing search and placement.

Housing Navigation and Placement services are tailored to meet each youth household's specific needs and must include, but are not limited to:

- Check-ins at least weekly with all participating youth 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, rental subsidy and case management is provided to stabilize youth household. Participant portion of the rent will follow the 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.

Services are tailored to meet each youth household’s specific needs and typically include a combination of one or more of the following:

- Regular check-ins with households (offered at least monthly, typically more frequently in the first months following placement)
- Support for households at risk of homelessness to remain in their existing housing or relocate.
- Mediation between the landlord and resident
- 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 rental assistance with or without supportive services.

Goals and Benchmarks

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 87% occupancy, based on stated capacity.	HMIS
Increase and Maintain Income and/or Education	All youth homeless programs meet the local goal of at least 80% of youth participants having increased or maintained income AND/OR attending high school, post-secondary education, or other training program at end of operating year or at exit	HMIS
Ending Homelessness	At least 87% of youth 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 youth 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 youth households who exit to permanent housing, remain in permanent housing as of 6 month follow-up assessment	HMIS
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Benchmark and Timeline Responsibilities:

Contractor Benchmark and Timeline Responsibilities:

1. Hire and have 100% of contracted staff on board within 90 days of contract execution.
2. Complete HMIS training for at least one staff member within 60 days of contract execution
3. Complete Housing First Aid/Diversion training within 90 days of contract execution
4. Complete and submit for approval first draft of agency program manual within 180 days of contract execution (including safety and grievance policies)
5. Staff will participate in any applicable case conferencing meetings, as directed by HST staff, within 30 days of being hired.

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.
 - Monitoring meeting with HST to identify barriers and possible solutions.
- Second time missing a benchmark.
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark.
 - 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 Timelines 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, including sharing examples among Contracted providers.
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data.
5. Provide HMIS access, training, and support.
6. Provide connections to CHA and Housing First Aid/diversion training.
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed.
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings.
9. Connect all contracted programs with the overall system of services for people experiencing homelessness.

10. Support both formal and informal partnerships between provider organizations, including those newly formed.
11. 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 Disorder treatment
 - j. Peer support
 - k. Family mediation
12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.
13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
14. Assist with program access prioritization, as needed.
15. Incorporate youth/participant voice in SHS programming decisions.
16. Maintain effective working relationships with contracted providers.
17. Attend training and community/systems meetings.
18. Provide or assist with creation of necessary participant/program forms.
19. Support Contractor in identifying and re-matching youth 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.
20. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
21. Apply the process as outlined in the Benchmark section described above.

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements Exhibit A – Scope of Work.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing.
 - b. Participant demographic data, including race and ethnicity.
 - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity.
 - c. Average cost per youth household served (successfully and total)
 - d. Program-specific elements
 - i. Number of youth households served.
 - ii. Bed/Unit utilization
 - iii. Rates of increased income and benefits
 - iv. Rates of RRH
 1. Maintenance of housing in program
 2. Exits to other RRH.
 3. Average length of program participation
 4. Rate of exit from RRH to permanent housing
 - v. Average cost per youth household served annually.
 - e. Narrative responses to questions that align with the Guiding Principles and Expectations

- i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community.
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets.
 5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit.
 - a. Enter the results into HMIS.
 6. Prepare an annual participant feedback report.
 7. 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. Use HMIS data to create and provide semi-annual “progress report” to Contractor.
5. Work with Contracted providers to continually improve on performance targets.
6. Work with Contractor to identify strengths and weaknesses apparent in programming through data.
7. Review and identify strengths and weaknesses from participant feedback report with Contractor.
8. Monitor for contract compliance.

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

Contractor shall provide a supportive housing case management program for youth in Clackamas County. Supportive housing is affordable housing combined with ongoing services that are flexible, participant-driven, not time-limited, and voluntary to assist youth households who are experiencing homelessness in achieving housing stability and personal wellness. This program will work with the HST Navigation Coordinator to refer participants for housing navigation services, if re-location is needed.

All referrals to SHCM will come from the by-name list and through the Coordinated Housing Access (CHA) line. When the program receives referrals, each new referral will be contacted to assess interest in this program. Those referrals coming from housing navigation services will receive a warm hand-off into this SHCM program.

Subject to availability of funds, as determined by Clackamas County’s Housing Services Team (HST) in its sole administrative discretion, HACC will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program. HST will provide coordination to support smooth transitions between housing navigation/placement and supportive housing case management.

The program will assist approximately 50 youth households annually with supportive housing case management. The expected case manager to participant ratio is approx. 1:25. As more participants are added to the case load, more staff must be added to accommodate them.

Case management services are dedicated to ensuring participants remain in permanent housing long-term either through ongoing housing subsidy and support or by “graduating” from rental subsidy and/or intensive case management. 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:

- Highly flexible services tailored to meet the needs of each youth household must be offered.
- Services listed below and others must be offered based upon individual’s needs and desires.
- Ongoing relational support
 - Assistance responding to RLRA or other voucher or rental subsidy requirements including inspections and paperwork completion.
 - Act as a landlord contact focused on housing stabilization and lease compliance.
 - Education on tenant and landlord rights and responsibilities
 - Regular communication with the tenant and property management
 - Early interventions and support to address issues that could jeopardize housing stability.
 - Assistance with housing cleaning and unit maintenance as needed to ensure lease compliance.
- Problem solving and crisis management.
- Wraparound services led by case managers providing connections to physical and behavioral health, youth peer support, family mediation, and other services.
- Connection to independent living supports and/or provision of life skills training, as needed.
- Connection to positive permanent social connections
- Connection to education and employment opportunities, as defined by youth.
- Assistance applying for SSI/SSDI, SNAP, TANF or other benefits, when appropriate
- Appropriate use of flexible funding to support housing stability goals.
- Coordination and connections with other supportive services as needed.
- Plan to “graduate” from housing subsidy and/or intensive housing case management services, as appropriate

Goals and Benchmarks

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity.	HMIS
Increase and Maintain Income and/or Education	All youth homeless programs meet the local goal of at least 80% of youth participants having increased or maintained income AND/OR attending high school, post-secondary education, or other training program at end of operating year or at exit	HMIS
Ending Homelessness	At least 95% of youth households, housed through the program, who subsequently must leave their rental unit are re-located	HMIS, case notes

	to a new rental unit without a break in supportive services	
Ending Homelessness	At least 95% of youth 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 youth households who exit to permanent housing, remain in permanent housing as of 6 month follow-up assessment	HMIS

Benchmarks and Timeline Responsibilities:

Contractor Benchmarks and Timeline Responsibilities:

1. Hire and have 100% of contracted staff on board 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 agency program manual and policies within 180 days of contract execution.
5. Staff will complete RLRA training and attend an RLRA Orientation within 30 days of being hired.
6. Staff will participate in Built For Zero (BFZ) Case Conferencing within 30 days of being hired.

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.
 - Monitoring meeting with HST to identify barriers and possible solutions.
- Second time missing a benchmark.
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark.
 - 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, including sharing examples among Contracted providers.
4. Provide semi-annual "data progress reports" pulled and analyzed from HMIS, including equity data.

5. Provide HMIS access, training, and support.
6. Provide connections to CHA and Housing First Aid/diversion training.
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed.
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings.
9. Connect all contracted programs with the overall system of services for people experiencing homelessness.
10. Support both formal and informal partnerships between provider organizations, including those newly formed.
11. 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 Disorder treatment
 - j. Peer support
 - k. Family mediation
12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.
13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
14. Assist with program access prioritization, as needed.
15. Incorporate youth/participant voice in SHS programming decisions.
16. Maintain effective working relationships with contracted providers.
17. Attend training and community/systems meetings.
18. Provide or assist with creation of necessary participant/program forms.
19. Support Contractor in identifying and re-matching youth 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.
20. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
21. 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 this Exhibit A – Scope of Work.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing.
 - b. Participant demographic data, including race and ethnicity.
 - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity.
 - c. Average cost per youth household served (successfully and total)
 - d. Program-specific elements
 - i. Number of youth households served.
 - ii. Bed/Unit utilization
 - iii. Rates of increased income and benefits
 - iv. Rates of Permanent Housing
 1. Maintenance of housing in program
 2. Exits to other permanent housing.

3. Relocations within program to another PH unit
4. Post-exit follow-up PH retention rates
- v. Average cost per youth household served annually.
- e. Narrative responses to questions that align with the Guiding Principles and Expectations
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community.
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets.
5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit.
 - a. Enter the results into HMIS.
6. Prepare an annual participant feedback report.
7. 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. Use HMIS data to create and provide semi-annual “progress report” to Contractor.
5. Work with Contracted providers to continually improve on performance targets.
6. Work with Contractor to identify strengths and weaknesses apparent in programming through data.
7. Review and identify strengths and weaknesses from participant feedback report with Contractor.
8. Monitor for contract compliance.

**EXHIBIT C
PERSONAL SERVICES CONTRACT
BUDGET**

Northwest Family Services - #10374	
General Services	\$6,111,413
Youth Services	\$1,666,716
Total Contract Value	\$7,778,129

General Services				
Services	FY 21-22	FY 22-23	FY 23-24	TOTAL
Navigation	\$753,417	\$1,046,889	\$1,575,436	\$3,375,742
SHCM	\$545,804	\$526,789	\$1,345,167	\$2,417,760
STRA	\$90,000	\$89,911	\$138,000	\$317,911
TOTAL	\$1,389,221	\$1,663,589	\$3,058,603	\$6,111,413

Youth Services				
SHCM	N/A	\$70,202	\$280,807	\$351,009
Housing Navigation/Placement	N/A	\$69,094	\$276,377	\$345,471
Rapid Rehousing	N/A	\$71,175	\$284,702	\$355,877
Safety off the Streets	N/A	\$106,097	\$424,387	\$530,484
Capacity Building	N/A	\$16,775	\$67,100	\$83,875
Total	N/A	\$333,343	\$1,333,373	\$1,666,716