

September 7, 2023

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of Amendment #3 expanding the scope of work, extending the term, and increasing value of a personal services contract with Northwest Housing Alternatives, Inc. for emergency shelter and navigation, connections to stable housing, and supportive housing case management services. Amendment value is \$1,935,044 for one year. Contract value is increased to \$2,495,044 for two years. Funding is through Supportive Housing Services funds. No County General Funds are involved.

Previous Board Action/Review	November 3, 2022 – 20221103 I.B – Original Contract Approved July 31, 2023 – Amendment #2, time-only extension executed by the Health Housing and Human Services Department September 6, 2023 – Item briefed at Issues		
Performance Clackamas	1. This programming aligns with H3S’s Strategic Business Plan goal to increase self-sufficiency for our clients. 2. This funding aligns with the County’s Performance Clackamas goal to ensure safe, healthy, and secure communities.		
Counsel Review	Yes	Procurement Review	No
Contact Person	Vahid Brown, HCDD Deputy Director	Contact Phone	(971) 334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #3 to Contract #10867 with Northwest Housing Alternatives, Inc. (NHA) for emergency shelter and navigation, connections to stable housing, and supportive housing case management services. The Amendment expands the scope of work NHA will provide, extends the contract term, and increases the value of the contract by \$1,935,044.

NHA was recently selected through a procurement to provide connections to stable housing and supportive housing case management services. Since NHA was previously contracted to provide emergency shelter and housing navigation, the newly awarded services are being incorporated into their existing contract through this Amendment. Amendment #3 adds one year of funding for these new services, funding to continue the emergency shelter and housing navigation services in the original agreement, and extends the term to June 30, 2024.

NHA will continue operating a non-congregate emergency shelter program utilizing hotel/motel units for families with children under the age of 18. The program serves 13 households annually with emergency shelter and housing navigation services. Children in the program receive help getting to school and the program works toward a goal of moving participants to safe, stable, permanent housing resources within an average of

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45 days from move-in. 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.

The new connections to stable housing program funded in this amendment will serve no less than 40 households annually with rapid rehousing services (housing search assistance, short-term rental assistance, and case management). The new supportive housing case management services will provide supportive services to no less than 50 households in permanent housing to ensure they have the support to remain stably housed. An additional 0.5 FTE case manager will be assigned to Las Flores for 9 units with a project-based rental subsidy.

Funding for this Amendment is provided through Supportive Housing Services Measure funds.

RECOMMENDATION: Staff recommends the Board approve Amendment #3 to Contract #10867 with NHA for emergency shelter and navigation, connections to stable housing, and supportive housing case management services for Clackamas County residents experiencing homelessness.

Respectfully submitted,



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

**CLACKAMAS COUNTY HOUSING AND COMMUNITY DEVELOPMENT
PERSONAL SERVICES CONTRACT
AMENDMENT #3
Contract #10867**

This Amendment #3 is entered into between Northwest Housing Alternatives, Inc. (“Contractor”) and Clackamas County, on behalf of its Housing and Community Development Division of Clackamas County (“County”) and shall become part of the contract documents (“Contract”) originally entered into between Contractor and the Housing Authority of Clackamas County on November 3, 2022.

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

The Contract term is extended to **June 30, 2024**. The Contract may be extended, upon execution of a written amendment(s) by both parties, for up to three (3) one-year terms. By execution of this Amendment #3, the parties have agreed to exercise the first one-year renewal.

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 supportive housing and connection to stable housing services as part of the Work. The additional services, together with existing Work, are 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 the Work, including the additional Work authorized by this Amendment #3, during the extended term of this Contract, County will pay Contractor an amount not to exceed \$1,935,044.96. Consideration is on a reimbursement basis in accordance with the revised budget attached hereto as Exhibit C to this Amendment #3 and incorporated by this reference herein. Should the Contract be extended by annual renewal, Exhibit C will be updated, as needed, to reflect the budget amount for each renewal year. The total Contract amount shall not exceed (\$2,495,044.96).

ORIGINAL CONTRACT	\$ 560,000
AMENDMENT#1	\$ 0 + Language Update
AMENDMENT#2	\$ 0 + Time Extension
AMENDMENT#3	\$ 1,935,044.96
TOTAL AMENDED CONTRACT	\$ 2,495,044.96

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

Northwest Housing Alternatives, Inc.

Trell Anderson 7/27/2023
Authorized Signature Date

Trell Anderson, Executive Director
Name / Title (Printed)

Oregon Business Registry#

Entity Type / State of Formation

Clackamas County

Commissioner Tootie Smith, Chair

Date

Approved as to Form: 08/01/2023

[Signature] _____
County Counsel Date

**EXHIBIT C
BUDGET**

The yearly not to exceed value for reimbursement for Northwest Housing Alternatives providing the Services is set forth in the table below.

FY 22-23	FY 23-24	Total
\$560,000.00	\$1,935,044.96	\$2,495,044.96

FY 23-24 Budget		
Line Item Category	Narrative/Description	Funds Requested
Safety off the Streets		
Personnel		
Personnel	Wages, Taxes, & Benefits	187,424.00
	<i>(0.05) Program manager; (2.00) Shelter aids</i>	
Personnel Subtotal:		187,424.00
Program Operations - Materials and Supplies		
Direct Overhead	IT, Professional services	12,749.00
Occupancy	Utilities, Janitorial, R&M, Insurance	17,793.00
Fleet	NHA Shared fleet	1,656.00
Program Costs	Supplies, Training, Mileage, In-Kind	21,875.00
Program Operations - Materials and Supplies Subtotal:		54,073.00
Client Services		
Hotel Vouchers	8 households at a time (5% vacancy rate)	438,000.00
Client Services Subtotal:		438,000.00
Indirect Administration		
Indirect Administration	10%	67,949.70
Indirect Subtotal:		67,949.70
Safety off the Streets Subtotal:		747,446.70
Rapid Rehousing		
Personnel		
Personnel	Wages, Taxes, & Benefits	369,572.45
	<i>(0.14) Program director; (0.25) Program manager</i>	
	<i>(0.25) Data analyst; (0.50) Program coordinator</i>	
	<i>(2.00) Case managers</i>	
Personnel Subtotal:		369,572.45
Program Operations - Materials and Supplies		
	Deposits & Rental Assistance	97,237.00
Program Operations - Materials and Supplies Subtotal:		97,237.00

Client Services		
Client assistance	Navigation and placement	14,734.00
	Flex funding	61,494.00
Client Services Subtotal:		76,228.00
Indirect Administration		
Indirect Administration	10%	54,303.75
Indirect Subtotal:		54,303.75
Rapid Rehousing Subtotal:		597,341.20
Supportive Housing Case Management		
Personnel		
Personnel	Wages, Taxes, & Benefits	369,850.33
	<i>(0.14) Program director; (0.25) Program manager</i>	
	<i>(0.25) Data analyst; (0.50) Program coordinator</i>	
	<i>(2.00) Case managers</i>	
Personnel Subtotal:		369,850.33
Program Operations - Materials and Supplies		
	IT Services	9,000.00
	Office supplies, phone insurance	14,000.00
Program Operations - Materials and Supplies Subtotal:		23,000.00
Client Services		
	Flex funds	30,747.00
	Flex funds / Client Specific	5,000.00
	Las Flores PSH: Staffing (0.5FTE Case Manager), Program Supplies, Client Assistance; 9 HH at 12,000 Per Unit Per Year	108,000.00
Client Services Subtotal:		143,747.00
Indirect Administration		
Indirect Administration	10%	53,659.73
Indirect Subtotal:		53,659.73
Supportive Housing Case Management Subtotal:		590,257.06
Total Budget:		1,935,044.96

EXHIBIT A – SCOPE OF WORK
CONNECTIONS TO STABLE HOUSING

Scope of Work

Contractor shall provide a housing navigation, placement, and rapid rehousing (RRH) program. This program includes navigation, placement, rental assistance, and supportive services to help households move from temporary housing or homelessness to permanent housing. Housing types may include private market rentals and affordable housing units. The goal of this project is to provide the lightest touch necessary to support households in achieving long term housing stability. Services should align with the Housing First model.

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 household before providing prevention, re-location assistance, or homeless placement services. When the program receives referrals, each new referral will be contacted via all known contact points within five (5) business days to assess current eligibility and interest in this program.

The program will assist a minimum of approximately 40 households annually with rapid rehousing. Throughout the entirety of services, case managers will act as the landlord contact and assist in landlord relationship development. The expected case manager(s) to participant ratio is approx. 1:15 with a revolving capacity to assist approximately 15 households at a time. As more participants are added to the 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 household's specific needs and must include, but are not limited to:

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

After housing placement, rental subsidy and case management is provided to stabilize households. Participant portion of the rent will follow rapid rehousing rent assistance best practices to move the participant toward paying 100% of their rental costs as soon as possible. Rental subsidy will not necessarily be a percentage. Providers shall consider the income information for the last 30 days collected

at intake to determine the percentage or amount each program participant must pay while receiving assistance. The determination will be documented in the client file. Each provider must create a RRH rent calculation policy and submit to the Housing Services Team (HST) for approval.

Once housed, services are tailored to meet each 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)
- 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 rent assistance with or without supportive services

In addition to the obligations set forth above, Contractor shall perform the following

1. Incorporate and adhere to the guiding principles and expectations set forth in Exhibit B - Guiding Principles and Expectations
2. Develop internal program policies and procedures manual

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
Ending Homelessness	At least 87% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 87% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 87% of households who exit to permanent housing, remain in permanent housing as of 6 month follow-up assessment	HMIS

Benchmarks and Timeline:

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 90 days of contract execution
3. 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 participate in all 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.

ST Benchmark and Timeline Responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth above
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 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 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 Article II, Section 31 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 household served (successfully and total)
 - d. Program-specific elements
 - i. Number of family 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 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

SUPPORTIVE HOUSING CASE MANAGEMENT

Scope of Work

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

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

This program will work with the Housing Services Team 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 relocation 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, 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 no less than 50 households 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. .5 additional FTE will be solely responsible for supportive housing case management at Las Flores for 9 units with project-based rental subsidy.

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:

- 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, 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 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 Article II, Section 31 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 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