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**Clackamas County**  
[www.clackamas.us](http://www.clackamas.us)

June 17, 2026

BCC Agenda Item: \_\_\_\_\_

Board of County Commissioners  
Clackamas County

**Approval of a Personal Services Contract with Northwest Family Services for supportive housing case management and short-term rental assistance. Contract Value is \$3,087,385 for 1 year. Total Agreement Value is \$6,174,770 for 2 years. Funding is through the Supportive Housing Services Measure. No County General Funds are involved.**

**Previous Board Action/Review:**

- Original Agreement June 12, 2025, BCC-Agenda Item 20250612 IV.D.5;

**Performance Clackamas:** Safe, Secure, and Livable Communities

**Counsel Review:** Yes, Andrew Naylor

**Procurement Review:** N/A

**Contact Person:** Vahid Brown

**Contact Phone:** 971-334-9870

**EXECUTIVE SUMMARY:** On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of an amendment to a personal services contract (12103) with Northwest Family Services (NWFS) providing ongoing resource navigation, supportive housing case management, and short-term rental assistance. This program is focused on providing rapid rehousing and permanent supportive housing to vulnerable individuals in Clackamas County who are currently experiencing or at risk of experiencing homelessness.

Northwest Family Services will continue to provide resource navigation to no less than 150 households, supportive housing case management to approximately 125 households, and housing and short-term rent assistance for 50 households per year.

Funding for this contract is provided through Supportive Housing Services Funds.

**RECOMMENDATION:** Staff respectfully requests that the Board of County Commissioners approve this Amendment to the Contract (12103) with Northwest Family Services and authorize Chair Roberts, or his designee, to sign on behalf of Clackamas County.

Respectfully submitted,

*Mary Rumbaugh*

Mary Rumbaugh  
Director of Health Housing and Human Services

*Healthy Families. Strong Communities.*

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**AMENDMENT #1**  
**TO THE CONTRACT DOCUMENTS WITH NORTHWEST FAMILY SERVICES FOR**  
**SUPPORTIVE HOUSING SERVICES**  
**Contract #12103**

This Amendment #1 is entered into between **Northwest Family Services** (“Contractor”) and Clackamas County (“County”) and shall become part of the Contract documents entered into between both parties on June 12, 2025 (“Contract”).

The Purpose of this Amendment #1 is to make the following changes to the Contract:

1. ARTICLE I, Section 1. **Effective Date and Duration** is hereby amended as follows:  
The Contract termination date is hereby changed from June 30, 2026 to June 30, 2027.

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

During the extended term of the Contract, Contractor shall perform the Work, as amended in **Exhibit A to this Amendment #1**, attached hereto and incorporated by this reference herein.

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

County may, in its sole discretion, advance Contractor an amount not to exceed one sixth (1/6) of the total Contract amount (the “Advanced Funds”). Contractor may only use the Advanced Funds for purposes of paying Contractor’s eligible expenses incurred between the effective date of the Contract, or amendment extending the Contract, and when Contractor’s first monthly invoice is submitted and paid. Advanced Funds may continue to be used to pay Contractor’s eligible expenses on a rolling thirty-day (30) basis to ensure Contractor may perform the Work prior to County paying Contractor’s monthly invoices. However, Contractor shall continue to invoice County for eligible expenses incurred on a monthly basis, in accordance with the terms and conditions of the Contract, with the Advanced Funds being used to cover eligible expenses prior to when County pays Contractor’s monthly invoices.

Starting in November of each contract year, in lieu of an invoice, Contractor shall submit a monthly reconciliation statement of expenses incurred against the Advanced Funds. The reconciliation statement shall document, to County’s satisfaction, how the Advanced Funds were spent down on a monthly basis, including reimbursing Contractor for Work performed for each remaining month of the contract year (November through June).

When Advanced Funds are fully spent down, Contractor shall submit a final reconciliation statement that details the use of the remaining Advanced Funds, if any. If Contractor’s expenses exceed the remaining Advanced Funds, Contractor may invoice the balance, reduced by any remaining Advanced Funds, and then resume invoicing County for reimbursement in accordance with the Contract.

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

Contractor’s use of Advanced Funds for any purpose not expressly permitted by this Contract, or failure to return Advanced Funds in accordance with the provisions above, constitutes a breach of

the Contract. Upon such breach, and in addition to any other right or remedy County may have under the Contract, County may terminate the Contract and reduce any pending invoice for Work performed by the amount of the misused/unreturned Advanced Funds.

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

In consideration for Contractor performing Work during the extended term of this Contract, County will pay Contractor an amount not to exceed \$3,087,385.00. The total Contract compensation will not exceed \$6,174,770.00.

Consideration rates are on a reimbursement basis in accordance with the revised budget as set forth in **Exhibit B of this Amendment #1**, attached and incorporated herein.

ORIGINAL CONTRACT	\$ 3,087,385.00
AMENDMENT #1	\$ 3,087,385.00
<b>TOTAL AMENDED CONTRACT</b>	<b>\$ 6,174,770.00</b>



4. The following paragraph is added to ARTICLE II:

**36. MEDIA RELEASES, PUBLIC ACKNOWLEDGMENT.** The parties acknowledge the value in coordinating public communications about the Work and will make reasonable efforts to provide notice to each other prior to issuing press releases, holding press conferences, or engaging in other pre-planned media communications about the Work. Similarly, each party will make reasonable efforts to publicly recognize the other in any press releases or planned media-involved events relating to or describing the Work, including, but not limited to, providing a speaking opportunity for an elected and/or county official.

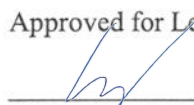
Except as expressly amended above, all other terms and conditions of the Contract shall remain in full force and effect. By signature below, the parties agree to this Amendment #1, effective upon the date of the last signature below.

**Northwest Family Services**

**Clackamas County**

  
 \_\_\_\_\_  
 Authorized Signature                      Date  
  
 \_\_\_\_\_  
 Printed Name

\_\_\_\_\_  
 Signature                                      Date  
 Name: \_\_\_\_\_  
 Title: \_\_\_\_\_

Approved for Legal Sufficiency:  
  
 \_\_\_\_\_  
 County Counsel                                      Date  
 06/01/2026

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

**Resource Navigation Program Design**

Contractor shall provide a Resource Navigation program, which will include Housing Problem Solving (HPS) services to assist households in exploring possible housing options and community supports using a strengths-based approach. Contractor's Resource Navigators will provide resource navigation and housing placement. Services may only be provided within the Metro jurisdictional area.

Housing Problem Solving is a strengths-based, person-centered approach designed to assist households in resolving their immediate housing crises. It focuses on creative, individualized solutions that prioritize participant choice, leveraging existing resources, support networks, and minimal financial assistance when needed. HPS aims to quickly identify safe, viable housing options outside of the formal homeless response system, reducing the need for long-term interventions.

**Resource Navigator Core Responsibilities:**

1. Housing Problem Solving Services:
  - a) Contractor will facilitate HPS conversations with households and provide light-touch resources (e.g., flex funds and community supports) to help resolve housing crises.
  - b) Contractor will support the housing placement process following a Housing First model, including engagement, problem-solving, internal warm hand-offs as needed, and relocation assistance.
2. Collaboration with Clackamas County Housing Services Team (HST):
  - a) Contractor will work with the HST Program Team, including staff supporting navigation, outreach, safety off the streets, and housing retention programs.
  - b) Relevant Contractor staff must attend required meetings, adhere to HST protocols and processes, and respond to requests for information or inquiries from HST within two business days.

**Resource Navigation Referral Process:**

1. Referrals for Resource Navigation will come from the By-Name List (BNL) through Coordinated Housing Access (CHA).
2. Referrals to providers will prioritize alignment with their specific service offerings.
3. Each FTE will assist no less than 60 households with Resource Navigation annually.
4. Participants will be enrolled into the resource navigation program and engaged in housing problem solving.
5. It is expected that skilled HPS interventions will exit at least 30% of referrals into permanent housing. When a higher level of care is necessary resource navigator will add clear notes in HMIS outlining housing problem solving attempts and ensure CHA assessment reflects accurate information. This will ensure participant is on the BNL (by-name list) to be matched with a long-term voucher.
6. Contractor will ensure that participants are exited from CHA program entries in HMIS as needed, with updated notes for efficient system coordination.

**Program Timelines:**

Voucher-Matched Participants (when vouchers are available):

1. Individuals enrolled in the navigation program and matched with a voucher must secure housing placement within 120 days.

2. Extensions may be approved by the voucher program manager of the Housing Authority of Clackamas County or their designee.

**Non-Voucher-Matched Participants:**

1. When possible, participants are expected to be rapidly exited from homelessness within 60 days. If participant needs a higher level of care than contractor can provide, program entry should be exited within 60 days, with service transactions and notes updated.
2. In some circumstances, program entries may remain open for up to 90 days, but this must be decided in coordination with the Navigation Program Planner at Clackamas County.
3. If a program entry is expected to remain open beyond 90 days, there must be a clearly documented reason in HMIS. Such instances should be rare and require prior approval from Clackamas County.

**Contact Requirements:**

1. Initial Outreach:
  - a) Contact participants within three business days of receiving a referral.
  - b) If unreachable by phone, navigators must use other contact methods listed in HMIS.
2. Escalation Process:
  - a) If contact cannot be established, Contractor must collaborate with Clackamas County's outreach program planner and other case conferencing platforms to attempt contact.
  - b) If no contact can be made, a note will be added in HMIS, and the participant will be exited from CHA assessment (Provider #4433).
3. In-Person Housing Problem Solving Conversations:
  - a) Navigators will meet participants in-person to explore housing options using HPS techniques, including:
    - i. Active listening.
    - ii. Strengths exploration.
    - iii. Identifying supports and resources.
    - iv. Creating actionable next steps.
    - v. Utilizing flex funds for housing solutions if appropriate.
4. Navigators are expected to stay informed about recovery-based housing and treatment resources to connect participants with needed services.
5. Clackamas County will provide regular meetings for providers to learn about updated resources and problem solving monthly. Community of Practice will be developed through this process.

**Capacity and Caseload Management:**

1. The program will maintain a navigator-to-participant ratio of 1:10 at all times.
2. Contractor must report revolving capacity monthly to the HST Navigation Program Planner.

**Performance Monitoring:**

1. Quarterly Reviews:
  - a) HST staff will review Contractor caseloads and benchmarks quarterly for Housing Navigation/Placement and Supportive Housing Case Management.
  - b) Budget adjustments may be made to shift staff and costs between services without altering the total contract value. Budget adjustments must be requested in writing to HST using [housingservices@clackamas.us](mailto:housingservices@clackamas.us),

2. Engagement and Contact Efforts:
  - a) Navigators must maintain contact with 100% of participants, checking in at least weekly. If unreachable, this should be addressed in case conferencing and inactive policy applied.
  - b) Multiple engagement efforts, including email, phone calls, text messages, and in-person outreach, must be documented in HMIS.
3. Case Conferencing:
  - a) Navigators must utilize HST open office hours and Resource Navigation community meeting to problem-solve contact barriers and coordinate participant services.

**Housing Navigation and Placement Goals:**

1. Flexible services and funding will be used to assist households in accessing and securing rental housing tailored to their specific needs as quickly as possible.
2. Contractor will work collaboratively with HST, community groups, and other housing organizations to creatively address participant housing needs.

**Housing navigation and placement must include the following:**

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

**Please reference the Goals and Benchmarks, below, for additional program responsibilities and performance targets.**

**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. Services may only be provided within the Metro jurisdictional area.

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

processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the HST.

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

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

The program will maintain an approximate case manager-to-household ratio of 1:25 for supportive housing case management. This ratio may vary depending on whether services are provided at a Permanent Supportive Housing ("PSH") site or within a Resource Navigation/SHCM mixed caseload.

Case management services are dedicated to ensuring participants remain in permanent housing long-term through ongoing housing subsidy and support. Contractor must adhere to any and all HST policies/protocols. Exits should be rare and in extreme situations. Program case managers and leadership will work with HST SHCM or Housing for Success ("H4S") program planner on housing retention, capacity building and training needs.

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

- Intensive, relationship based, and trauma informed one-on-one case management, focused on housing stabilization and lease compliance offered at least monthly (and in many cases, weekly). The need for support may be more intensive once people are housed and for the first six months after. Case management may be more intensive to support people with adjusting to housing and connecting with all needed benefits and resources. Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:
  - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment.
  - Work with participant to identify, develop, and maintain safe meaningful connections to their community/support network.
  - Create a housing stability action plan and housing goals for each household, including wraparound services, which are collaborative between case manager and participant and focused on housing success.
  - Evaluate progress related to housing action plan, as defined through collaborative process with case manager and participant, and adjust plan as needed.
  - Ensure each participant has a monthly plan to pay their portion of the rent/utilities. Contractor shall refer individuals to Utility Payment Program and/or Social Security Representative Payee services if needed and eligible.
  - Assist with responding to voucher/rental subsidy requirements including inspections and paperwork completion.
  - Create strong relationships with landlords. Act as a landlord liaison and assist in landlord relationship development; assist participants with responding to notices from landlord.
  - Provide early intervention and support to address issues that could jeopardize housing stability.
  - Educate on tenant and landlord rights and responsibilities; connect participants with Housing Rights and Resources and/or Housing Mediation services as needed.
  - Encourage regular communication with the tenant and property management.
  - Provide problem solving and crisis management.
  - Provide connection to independent living supports and/or provision of life skills training, as needed.
  - Provide connections to education and employment opportunities.

- Assist (or connect to assistance) with applying for SSI/SSDI using the SSI/SSDI Outreach, Access, and Recovery (“SOAR”) model, and other mainstream benefits, when appropriate; refer to ASSIST program for SSI/SSDI application support.
- Make appropriate use of flexible client services funding to support housing stability and wellness goals.
- Assist with house cleaning and unit maintenance as needed to ensure lease compliance through approved use of flex funding.
- Coordination and connections with other supportive services as needed.
- Complete annual review.
- If participant loses their housing voucher, Contractor will look at housing first and diversion options to find other opportunities for participants whenever possible.

**Please reference the Goals and Benchmarks, below, for additional program responsibilities and performance targets.**

### **Short Term Rental Assistance (STRA) Program Design**

Contractor shall provide STRA program services. This service component type includes rental assistance and supportive services that can be used to help households move from unsheltered, unstable, homeless prevention to permanent housing. Services should align with the Housing First model of strengths-based, person-centered approach designed to assist households in resolving their immediate housing crises. It focuses on creative, individualized solutions that prioritize client choice, leveraging existing resources, support networks, and minimal financial assistance when needed. All households served with STRA, must first be screened through Coordinated Housing Access (CHA). Diversion must be attempted before providing rental assistance. Diversion is a participant-centered, strengths-based approach that helps individuals or families quickly identify and access safe, alternative housing options—outside of the homeless system—through problem-solving, connection to natural supports, and limited flexible assistance. Services may only be provided within the Metro jurisdictional area.

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

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

- Move-in fees.
- Landlord debt payments (if provided by the Housing Authority of Clackamas County (HACC)).
- Rent arrears and utility assistance.
- Flexible funding to support housing stability goals.
- Resource and referral assistance to support increased income through education, employment, and/or benefits support.
- Mediation or referral to mediation services, between the landlord and tenant, as needed.

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

STRA participant eligibility criteria includes the following:

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

#### STRA Program Goals:

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

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

Please reference the Goals and Benchmarks, below, for additional program responsibilities and performance targets.

### **Contractual Benchmarks and Targets Addendum**

#### **Benchmarks and Timeline:**

1. Staff complete Housing First Response training. Contractors must make a good-faith effort to enroll newly hired staff in the next available training session, with completion expected no later than 12 months from hire, contingent on training availability and seat capacity. Email [housingservices@clackamas.us](mailto:housingservices@clackamas.us) to register for the training.
2. Submit Contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
3. If Contractor works with or utilizes Housing Authority Clackamas County (HACC) vouchers, staff must complete HACC voucher training and orientation as available within 180 days of being hired.
4. Direct service, outreach staff, and staff from PSH properties with openings will begin to participate (and will continue participating) in monthly in By Name List (BNL) case conferencing within 30 days of being hired.
5. Staff providing direct services and supervision should attend trainings appropriate to their program type as required by the program model and as trainings are available, i.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting, and any other program-specific required trainings.

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 performance targets will result in the following progressive action:**

- First time missing a benchmark/not making progress on performance targets:
- A monitoring meeting will be set up between the Contractor and the Contract Manager to identify barriers and possible solutions.
- Contractor and Contract Manager devise a plan with specific action steps and supports needed to address performance concerns.
- Second time missing a benchmark/not making progress on performance targets:
- Another monitoring meeting set involving HST leadership to discuss performance concern.
- Issuance of a performance letter and implementation of a Performance Improvement Plan (PIP), including specific corrective actions and a clear explanation of consequences for not meeting performance standards.
- Third time missing a benchmark/not making progress on performance targets or goals set in the PIP:

- Another monitoring meeting with HST Leadership, including an evaluation of PIP to consider all remedies, up to and including Contract termination.

HST will use Homeless Management Information System (HMIS) and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 90 days (once staff are hired) if there are challenges meeting any of the benchmarks above.

### **HST Benchmark and Timeline responsibilities**

Incorporate and adhere to the guiding principles and expectations set forth below:

1. Adhere to all applicable Fair Housing laws.
2. Support Contractor in creating policy manual, as needed.
3. Provide HMIS access, training, and support.
4. Provide connections to CHA and Housing First Response/diversion training.
5. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed.
6. Provide information, access, and/or support for staff to attend professional development training.
7. Connect all contracted programs with the overall system of services for people experiencing homelessness.
8. Support both formal and informal partnerships between provider organizations, including those newly formed.
9. 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
10. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.
11. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
12. Assist with program access prioritization, including applying the override procedure, as needed.
13. Incorporate participant voice in programming decisions.
14. Maintain effective working relationships with contracted providers.
15. Attend and host training and community/systems meetings.
16. Collaborate in the creation of necessary program protocols and forms.
17. Support Contractor in identifying and re-matching households as needed, when capacity allows and request meets transfer protocol. Transfers will happen across contracted providers.
18. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
19. 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 28 of the Contract.
2. Work with HST to continually improve on performance targets.
3. Work with the HST Data Team to support the administration of participant surveys and metrics reporting and support HST in any collection of information needed in support of Metro quarterly and annual reporting, as needed, such as participant success stories.
4. Conduct post-program-exit follow-up assessments at 6-months post-exit.
  - a. Enter the results into HMIS.
5. Support administration of surveys to participants.
6. Submit to monitoring for Contract compliance.

**HST Reporting Responsibilities:**

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

Contractor will be required to follow all County policies, protocols and guidelines including, but not limited to, the following:

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

**Targets**

Definition: Targets are specific and measurable outcomes by which Contractor’s performance is evaluated. *Not all program types are applicable to all contracts.*

Outcome	Performance Targets	Data Source	Program Types
Data Completeness	95% participants entered in HMIS within 3 business days of intake, ensuring Universal Data Element (UDE) completeness.	HMIS	All
Data Accuracy	95% of changes in participant status updated in HMIS within 3 business days, including updating program entries, exits, annual review, status changes and entering case managers.	HMIS	All
Housing Stability	On avg, the amount of time from 1 <sup>st</sup> contact to program engagement will be no more than 30 days.	HMIS	Outreach
Effective Services	Make 1 <sup>st</sup> effort at contact with people referred from by name list within 5 business days.	HMIS	Outreach

	Complete CHA assessment/BNL entries of newly homeless within 3 days of engagement. Contact made with at least 45% percent of target households within the first 6 months of contract. 50% of participants with at least 1 contact will fully engage in services. 90% of eligible service area has adequate outreach coverage.	GIS Tool	
Housing First Response/Diversion	At least 10% of those referred to or seeking shelter are provided with Housing First Response to find other safe, temporary shelter or long-term options, diverting them from entering the shelter/program.	HMIS	SOS STRA
Effective Services	Non-Pod Programs: Average length of program participation below 90 days, with a goal to reduce to 45 days. Pod Programs: Average length of program participation below 365 days, with a goal to reduce to 274 days. Average time from entry to connection to housing resource within 30 days.	HMIS /Comp Site HMIS  HMIS	SOS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity.	HMIS - See Data outcomes	SHCM RRH SOS NAV
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with Contractor	HMIS	Outreach SOS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition. Agencies will need to complete annual reviews in HMIS for this to be reflected.	HMIS - Outcome tab	SHCM RRH
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are relocated to a new rental unit without a break in supportive services.	HMIS, case notes	SHCM RRH
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 outcomes tab	SHCM
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6-month follow-up assessment.	HMIS	SHCM STRA
System Coordination	Attend a minimum of 90% of required meetings. Program-specific staff must attend and actively engage in all relevant meetings as outlined in the Monthly HST calendar.	Virtual attendance report (ex. Zoom or Teams)/Sign-in sheets	ALL

\*(NAV – Navigation, SHCM – Supportive Housing Case Management, RRH – Rapid Rehousing, SOS – Safety off the Streets, STRA – Short Term Rent Assistance)

**EXHIBIT B  
Budget**

<b>NWFS Budget (Adult)</b>		
<b>Contract # 12103</b>		
<b>July 1, 2026 - June 30, 2027</b>		
<b>Line Item Category</b>	<b>Narrative/Description</b>	<b>Funds Requested</b>
<b>Resource Navigation</b>		
<b>Personnel (5.75 FTE)</b>		
Project Director	.5 FTE x \$98,664	\$49,332
Housing Navigation Supervisor	1 FTE x \$90,389	\$90,389
Mental Health Professional	.5 FTE x \$103,470	\$51,735
Housing/Resource Navigators	2.5 FTE x \$62,514	\$156,285
Housing Inspector	.50 FTE x \$74,298	\$37,149
Administrative Assistant	.50 FTE x \$68,193	\$34,097
0.5 FTE Data / HMIS Assistant	.25 FTE x \$56,822	\$14,206
Fringe / Benefits	26% of above Personnel	\$112,630
<b>Personnel Subtotal:</b>		<b>\$545,822</b>
<b>Program Operations - Materials and Supplies</b>		
Telecommunication	\$45 x 12 mos x 5.75 FTE	\$3,105
Laptop (current equipment @ end of life)	1 x \$1800 (we replace after 36 months)	\$1,800
Office supplies	\$45 x 12 mos x 5.75 FTE	\$3,105
Mileage	\$0.725 x 300 miles x 12 mos x 5.75 FTE	\$15,008
Staff Training / Professional Development	\$1000 x 5.75 FTE	\$5,750
Technology user fees (Apricot)	5.75 FTE x \$810 annual user fee	\$4,658
Program expenses	\$300 x 12 mos	\$3,600
<b>Program Operations - Materials and Supplies Subtotal:</b>		<b>\$37,025</b>
<b>Client Services</b>		
Client Move-In Expenses	150 x \$1,500	\$225,000
Client Services/ Flexible Funding	150 x \$2,750	\$412,500
Referred from County emergency cases	15 x \$4,500	\$67,500
<b>Client Services Subtotal:</b>		<b>\$705,000</b>
<b>Indirect Administration</b>		
Overhead/Admin	15%	\$193,177
<b>Indirect Subtotal:</b>		<b>\$193,177</b>
<b>Resource Navigation Subtotal:</b>		<b>\$1,481,024</b>

<b>Supportive Housing Case Management</b>		
<b>Personnel (8.75 FTE)</b>		
Project Director	.5 FTE x \$98,664	\$49,332
SHCM Supervisor (w behavioral health background)	1 FTE x \$95,481	\$95,481
Mental Health Professional	.5 FTE x \$103,470	\$51,735
SH Case Managers	5.5 FTE x \$62,514	\$343,827
Housing Inspector	.50 FTE x \$74,298	\$37,149
Administrative Assistant	.50 FTE x \$68,193	\$34,097
0.5 FTE Data / HMIS Assistant	.25 FTE x \$56,822	\$14,206
Fringe / Benefits	26% of above Personnel	\$162,715
<b>Personnel Subtotal:</b>		<b>\$788,541</b>
<b>Program Operations - Materials and Supplies</b>		
Telecommunication	\$45 x 12 mos x 8.75 FTE	\$4,725
Laptop (current equipment @ end of life)	1 x \$1800 (we replace after 36 months)	\$1,800
Office supplies	\$45 x 12 mos x 8.75 FTE	\$4,725
Mileage	\$0.725 x 300 miles x 12 mos x 8.75 FTE	\$22,838
Staff Training / Professional Development	\$1000 x 8.75 FTE	\$8,750
Technology user fees (Apricot)	8.75 FTE x \$810 annual user fee	\$7,088
Program expenses	\$300 x 12 mos	\$3,600
<b>Program Operations - Materials and Supplies Subtotal:</b>		<b>\$53,525</b>
<b>Client Services</b>		
Client Services/ SHCM Flexible Funding	137 x \$2,000	\$274,000
<b>Client Services Subtotal:</b>		<b>\$274,000</b>
<b>Indirect Administration</b>		
Overhead/Admin	15%	\$167,410
<b>Indirect Subtotal:</b>		<b>\$167,410</b>
<b>Supportive Housing Case Management Subtotal:</b>		<b>\$1,283,476</b>
<b>Short-term Rent Assistance</b>		
Short-term Rent Assistance	\$23,400 x 12 mos	\$280,770
<b>Client Services Subtotal:</b>		<b>\$280,770</b>
<b>Indirect Administration</b>		
Overhead/Admin	15%	\$42,116
<b>Indirect Subtotal:</b>		<b>\$42,116</b>
<b>Short-term Rent Assistance Subtotal:</b>		<b>\$322,886</b>
<b>Total Budget:</b>		<b>\$3,087,385</b>