

June 12, 2025

Board of County Commissioners  
Clackamas County

**Approval of an Amendment to a Personal Services Contract with Northwest Family Services for housing navigation and shelter at Casa Esperanza. Amendment Value is \$775,676.58 for 1 year. Total Agreement Value is \$2,861,021.18 for 4 years. Funding is through the Supportive Housing Services Measure and \$112,855 in budgeted County General Funds.**

<b>Previous Board Action/Review</b>	Original Contract Approved by Housing Authority Board, July 21, 2022, 20220721 I.C Contract Assigned to the County July 21, 2022, 20220721 III.G.9 Amendment #1 approved by the Department, February 21, 2023 Amendment #2 approved, July 13, 2023, 20230713 I.C.17 Amendment #3 approved, June 13, 2024, 20240613 IV.B.1		
<b>Performance Clackamas</b>	1. This funding aligns with H3S's Strategic Action 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.		
<b>Counsel Review</b>	Yes, Amanda Keller	<b>Procurement Review</b>	No
<b>Contact Person</b>	Vahid Brown, HCDD Deputy Director	<b>Contact Phone</b>	(971) 332-9870

**EXECUTIVE SUMMARY:** On behalf of the Housing and Community Development Division, Health, Housing & Human Services requests approval of Amendment #4 to Contract #10726 with Northwest Family Services to ensure the delivery of housing navigation and shelter services for Casa Esperanza for the new fiscal year.

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

This housing program is time-limited, working towards a goal of moving participants to safe, stable, permanent housing resources within an average of 45 days from move-in. Children residing in shelter will receive assistance attending former or neighborhood schools. All shelter programs will be connected with housing navigation and placement services, long-term, supportive housing case management, and rental assistance to connect participants with and help maintain permanent housing. This program provides 6 units of site-based emergency shelter and motel vouchers to 40 large households and serves 100 households annually.

The Supportive Housing Services Measure-funded programming is committed to

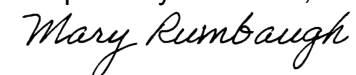
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supporting and growing smaller, culturally specific community-based agencies and programs, such as Northwest Family Services' Casa Esperanza.

This amendment is funded through \$662,821.58 in Supportive Housing Services Funds and \$112,855 in County General Funds budgeted for homeless services.

**RECOMMENDATION:** Staff respectfully requests that the Board of County Commissioners approve amendment #4 to the agreement (10726) with Northwest Family Services and authorize Chair Roberts or his designee to sign on behalf of Clackamas County.

Respectfully submitted,



Mary Rumbaugh  
Director of Health, Housing & Human Services

**AMENDMENT #4  
TO THE CONTRACT DOCUMENTS WITH NORTHWEST FAMILY SERVICES FOR  
SUPPORTIVE HOUSING SERVICES  
Contract #10726**

This Amendment #4 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 July 21, 2022 ("Contract").

The Purpose of this Amendment #4 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, 2025, to June 30, 2026.

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

In consideration for Contractor performing Work during the extended term of this Contract, County will pay Contractor an amount not to exceed \$775,676.58. The total Contract compensation will not exceed \$2,861,021.18.

ORIGINAL CONTRACT	\$ 437,087.00
AMENDMENT #1	\$ 0 - Updated language
AMENDMENT #2	\$ 872,580.60 – Term/Funding
AMENDMENT #3	\$ 775,677.00 – Term/Funding
AMENDMENT #4	\$ 775,676.58- Term/Funding
<b>TOTAL AMENDED CONTRACT</b>	<b>\$ 2,861,021.18</b>

Consideration rates are on a reimbursement basis in accordance with the rates and costs specified in Exhibit B of this Amendment #4, attached and incorporated herein. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit B to Amendment #4.

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.

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

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

**Northwest Family Services**

**Clackamas County**

Rosa Fuller 5/19/25 \_\_\_\_\_  
Authorized Signature Date , Date

Rosa Fuller  
Printed Name Date

Approved as to Form:

Amanda Kelly 5/20/2025  
County Counsel Date



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

**Shelter Services**

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

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

Contractor's shelter model will incorporate provision of safe sheltering, access to resources, reduction of housing barriers, partnering with housing and community agencies, and connecting participants to mainstream services and transitional and permanent housing. Contractor will participate in or facilitate "warm hand off" of housing navigation and/or rental assistance resources.

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

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

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

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

The shelter program will be time-limited, working toward a goal of moving participants to safe, stable housing resources within an average of 45 days from move-in. While 45 days is the goal, there may be extenuating circumstances in which a participant(s) may need to stay longer.

Families will not be separated unless they choose to shelter separately. Children residing in shelter will receive assistance attending former or neighborhood schools. Emergency shelter programs must provide a place to stay 24 hours/day, 365 days a year. All shelter programs will be connected to or partner with housing navigation and placement services, long-term supportive housing case management, and rental

assistance to connect participants with and help maintain permanent housing. HST will facilitate connections, as needed.

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

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

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

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

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

- Direct staff support for securing food, transportation, and other basic services for households in 6 non congregate shelter units.
- Shelter intake/CHA assessment completion
- Housing First Response/shelter diversion
- Work with each participant to obtain appropriate documents to access housing, employment, and other needed services, considering the needs of immigrant populations.
- Individualized resource referral and connection, including mental and physical health, as needed.
- Interface with hotel owners during occupancy to resolve any misunderstandings or disagreements between owners and occupants. Contact HST staff for additional facilitation or support.
- In partnership with navigation contractors, assist in addressing housing barriers, needs, and preferences of participants. Including completion, submission, and tracking of housing documents or applications.
- Develop a process in coordination with HST, to follow up with households exiting shelter programs to homelessness. Assure adequate connections to services after program exit.
- If participant is unable to shelter semi-independently, support timely transition to higher level of care or long-term residential treatment programs.
- Support participants in self-advocacy efforts and identify opportunities to add participant voice to policy discussions

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

- Open shelter beds must be accessible on weekends and holidays.
- Comply with all relevant health, fire and life safety codes from the local fire marshal and the jurisdiction with permitting authority.
- Have rules to ensure a safe environment for all staff and clients. These rules must be in plain language and as streamlined as possible. See program coordinator for additional policy support.
- Shelters may not categorically exclude persons fleeing domestic violence.



- Contractor will document and certify eligibility of each adult household member as either Population A or Population B, in accordance with Exhibit F.
- May not require shelter guests to be clean and sober or pass urinalysis or breath testing. However, shelters may have rules disallowing alcohol or drug possession or use on shelter premises. Additionally, shelters must incorporate harm reduction into their service delivery.
- Actively participate in trainings, coordination, case conferencing and other meetings as required by HST.
- All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines, attached hereto as Exhibit G and incorporated by this reference herein.

### Shelter Services Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of entry	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing First 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.	HMIS
Effective Services	Average length of program participation below 90 days, with a goal to reduce to 45 days.	HMIS
	Average time from entry to connection to housing resource within 30 days.	HMIS
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with Contractor	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams app) /Sign in sheets

### Benchmarks and Timeline:

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

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

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

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

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

**HST Benchmark and Timeline responsibilities**

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



18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across Contractor.
19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
20. Apply the process as outlined in the Benchmark section described above

### **Reporting Requirements**

#### **Contractor Reporting Responsibilities:**

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the contract.
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
  - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

#### **HST Reporting Responsibilities:**

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

Agencies will be required to follow all County policies which will be provided to agencies after contract completion. See References below:

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

### **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. Resource Navigators will provide resource navigation and housing placement.

#### **Housing Problem Solving (HPS)**

Housing Problem Solving (HPS) 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 client 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:
  - The contractor will facilitate HPS conversations with households and provide light-touch resources (e.g., flex funds and community supports) to help resolve housing crises.
  - The 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):
  - The contractor will work with the HST Program Team, including staff supporting navigation, outreach, safety off the streets, and housing retention programs.
  - Contractors are required to attend weekly community resource meetings facilitated by the Navigation Program Planner to stay updated on available resources and receive additional support with case conferencing.
  - Relevant 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

- Referrals for Resource Navigation will come from the By-Name List (BNL) through CHA.
  - Referrals to culturally specific providers will prioritize alignment with their culturally specific service offerings.
- Each FTE will assist no less than 60 households with Resource Navigation annually
- Clients will be enrolled into the resource navigation program and engaged in housing problem solving.
- It is expected that skilled HPS interventions will exit at least 30% of referrals into permanent
- Contractors 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 Clients (when vouchers are available):

- Individuals enrolled in the navigation program and matched with a voucher must secure housing placement within 120 days.
- Extensions may be approved by the voucher program manager of the Housing Authority of Clackamas County or their designee.

##### Non-Voucher-Matched Clients:

- 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.
- 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.
- 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:
  - Contact participants within three business days of receiving a referral.
  - If unreachable by phone, navigators must use other contact methods listed in HMIS.



2. Escalation Process:
  - If contact cannot be established, the contractor must collaborate with Clackamas County's outreach program planner and other case conferencing platforms to attempt contact.
  - 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:
  - Navigators will meet participants in-person to explore housing options using HPS techniques, including:
    - Active listening.
    - Strengths exploration.
    - Identifying supports and resources.
    - Creating actionable next steps.
    - Utilizing flex funds for housing solutions if appropriate.
  - Navigators are expected to stay informed about recovery-based housing and treatment resources to connect participants with needed services.
    - Clackamas County will provide regular meetings for providers to learn about updated resources and problem solving at least once a week. Community of Practice will be developed through this process.

#### Capacity and Caseload Management

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

#### Performance Monitoring

1. Quarterly Reviews:
  - County housing services staff will review service provider caseloads and benchmarks quarterly for Housing Navigation/Placement and Supportive Housing Case Management.
  - 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 the Housing Services team using [housingservices@clackamas.us](mailto:housingservices@clackamas.us).
2. Engagement and Contact Efforts:
  - 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.
  - Multiple engagement efforts, including email, phone calls, text messages, and in-person outreach, must be documented in HMIS.
3. Case Conferencing:
  - Navigators must utilize HST open office hours and BNL case conferencing to problem-solve contact barriers and coordinate participant services.

#### Housing Navigation and Placement Goals

- 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.
- Agencies will work collaboratively with HST, community groups, and other housing organizations to creatively address client housing needs.

#### 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, when available.
- Housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.
- Landlord engagement, establishing relationships with landlords to facilitate participant placement.
- Assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing.
- Support with moving assistance, securing furniture, application fees, and other non-rent move-in costs.
- If participant is unable to live semi-independently, support timely transition to higher level of care or long-term residential treatment programs.

#### Housing Navigation & Placement Program Goals and Benchmarks:

Outcome	Goal	Data Source
Data Completeness	95% of participants entered in HMIS within 3 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing Navigation	Permanently house at least 30% of households within 60 days of initial contact. Connect 95% of households with community resources. Update 95% of HMIS profiles with notes, service transactions and appropriate exits from programs within 3 business days	HMIS
Capacity	Maintain 90% capacity at all times starting 90 days post contract execution.	HMIS and Capacity Tracker
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Zoom Attendance Report and Sign-In Sheets

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

1. Hire 100% of staff within 90 days of Contract execution.
2. Complete HMIS training for at least one staff member within 14 days of Contract execution.
3. All program staff to complete Housing First Response/Diversion training within 180 days of Contract execution.
4. Submit contractor program manual and grievance policy within 180 days of Contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff will participate in BNL Case Conferencing within 30 days of being hired.
6. Staff providing support/case management should attend trainings appropriate to their program. type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Response, Mandatory Reporting.

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

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

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

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

#### HST Benchmark and Timeline responsibilities

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

18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
19. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
20. Apply the process as outlined in the Benchmark section described above.

#### Reporting Requirements

##### Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the Contract.
2. Work with HST to continually improve on performance targets.
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
  - a. Enter the results into HMIS.
4. Prepare an annual participant feedback report.
5. Submit to monitoring for contract compliance.
6. Staff Survey Data: County may require Contractor to cooperate with County, Metro, and/or and independent professional survey firm in the administration of a staff survey to collect anonymized information, including but not limited to staff demographics, classification, compensation, accessibility practices, and overall satisfaction and experiences. Staff participation in the survey shall be optional, and confidential of individual-level responses shall be preserved.

##### HST Reporting Responsibilities:

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

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

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



EXHIBIT B  
PERSONAL SERVICES CONTRACT  
BUDGET

FY 25/26 NWFS Budget 10726 CASA		
Budget Line Item	Narrative/Description <small>Please provide a detailed description of each line item</small>	Funds Requested
<b>Safety off the Streets - SHS</b>		
<b>Personnel</b>		
DV Shelter Manager	Full time position	\$ 80,000.00
DV Advocate 1	Full time position	\$ 58,000.00
DV Advocate 2	Full time position	\$ 58,000.00
DV Advocate 3	Full time position	\$ 57,000.00
Taxes and Fringe	Taxes and Fringe	\$ 63,250.00
Safety off the Streets Personnel Subtotal:		\$ 316,250.00
<b>Program Operations - Materials and Supplies</b>		
Utilities - Water and Sewer	Water usages as well as sewage	\$ 2,440.00
Utilities - Electric and Gas	Electricity and gas	\$ 3,000.00
Utilities - Internet and Phone	Internet and phone	\$ 2,600.00
Utilities - Pest Control	Pest control	\$ 400.00
Utilities - Landscape Upkeep	Landscape upkeep	\$ 1,200.00
Rent	Rent	\$ 16,320.00
Mileage	4 FTE x \$.70 x 1800 miles annually	\$ 5,040.00
Safety off the Streets Program Operations Subtotal:		\$ 31,000.00
<b>Client Services</b>		
Client stability	Flex funds for 75 HH	\$ 27,588.00
Motel shelter	30 HH x \$1333.20	\$ 39,996.00
Safety off the Streets Client Services Subtotal:		\$ 67,584.00
<b>Administration</b>		
Indirect Administration	15%	\$ 62,225.10
Administration Subtotal:		\$ 62,225.10
Safety off the Streets - SHS Subtotal:		\$ 477,059.10
<b>Safety off the Streets - CGF</b>		
<b>Personnel</b>		
DV Advocate 4	Part time position	\$ 25,011.00
DV Advocate 5	Part time position	\$ 25,011.00
	Taxes and Fringe	\$ 12,505.50
Safety off the Streets Personnel Subtotal:		\$ 62,527.50
<b>Program Operations - Materials and Supplies</b>		
Mileage	1 FTE x \$.70 x 1860 miles annually	\$ 1,320.00
Safety off the Streets Program Operations Subtotal:		\$ 1,320.00
<b>Client Services</b>		
Client stability	Flex funds 25HH	\$ 12,153.00
Motel shelter	10 HH x \$2800	\$ 28,000.00
Safety off the Streets Client Services Subtotal:		\$ 40,153.00
<b>Administration</b>		
Indirect Administration	15%	\$ 15,600.08
Administration Subtotal:		\$ 15,600.08
Safety off the Streets - CGF Subtotal:		\$ 119,600.58

EXHIBIT B  
PERSONAL SERVICES CONTRACT  
BUDGET

Resource Navigation			
Personnel			
DV Housing Navigation/Support 1	Full Time Position	\$	56,000.00
DV Housing Navigation/Support 2	Full Time Position	\$	56,000.00
	Taxes and Fringe	\$	28,000.00
Resource Navigation Personnel Subtotal:		\$	140,000.00
Program Operations - Materials and Supplies			
Program Materials	Materials and Supplies for Operations	\$	3,166.00
Resource Navigation Program Operations Subtotal:		\$	3,166.00
Client Services			
Client Stability	Flex funds for 80HH	\$	12,500.00
Resource Navigation Client Services Subtotal:		\$	12,500.00
Administration			
Indirect Administration	15%	\$	23,349.90
Administration Subtotal:		\$	23,349.90
Resource Navigation Subtotal:		\$	179,015.90
Total Funds Requested:		\$	775,676.58