

December 15, 2022

Board of County Commissioners
Clackamas County

Approval of an Amendment increasing funding and extending duration of a contract with Impact Northwest providing Supportive Housing Navigation and Placement Services to the Housing and Community Development Division. Amendment value is \$175,931.86 for 6.5 months, total contract value is increased to \$778,268.24 for 9.5 months. Funding through Metro Supportive Housing Services funds.
No County General Funds are involved.

Purpose/Outcome	To continue and to expand the provision of supportive housing navigation/placement services by Impact NW for the Housing and Community Development Division.
Dollar Amount and Fiscal Impact	Amendment adds \$175,931.86 in contract value for an amended total contract value of \$778,268.24.
Funding Source	Metro Supportive Housing Services Funds. No County General Funds are involved.
Duration	From signature through 6/30/2023
Previous Board Action/Review	8/18/2022 – Approval of contract 10788 12/13/22 – Item presented at Issues
Strategic Plan Alignment	1. This funding aligns with H3S’s strategic priority to increase self-sufficiency for our clients. 2. This funding aligns with the County’s strategic priority to ensure safe, healthy, and secure communities.
Counsel Review	11/21/2022 reviewed by Andrew Naylor - via email
Procurement Review	1. Was the item processed through Procurement? yes <input type="checkbox"/> no <input checked="" type="checkbox"/> 2. If no, provide brief explanation: This procurement process was conducted by HACC staff in partnership and approval from County Finance and the County Procurement office. The RFP was conducted with compliance of County and Local Contract Review Board rules and leadership oversight from Procurement. Subsequently, this contract was assigned to Clackamas County for ongoing management.
Contact Person	Vahid Brown, Human Services Manager (503) 742-5345
Contract No.	Amendment 1 to H3S Contract 10788

BACKGROUND:

The Housing and Community Development Division (HCDD), a division of the Health, Housing and Human Services Department (H3S) of Clackamas County, requests the approval of an amendment to the contract with Impact NW providing supportive housing navigation and placement services for the Supportive Housing Services Program (SHS Program).

The SHS Program is focused on providing permanent supportive housing and supportive services to vulnerable individuals in Clackamas County currently experiencing or at risk of experiencing homelessness, many of whom have a disability.

Impact NW has extensive experience serving vulnerable populations in need of housing assistance and supportive services throughout Oregon, including Clackamas County. Each year their staff assist approximately 20,000 people with comprehensive stabilization and strengthening services in a multitude of programs throughout Oregon and Washington.

Through this contract amendment, Impact Northwest will continue to provide housing navigation/placement services to assist at least 30 households by helping them locate and secure permanent housing and overcome barriers they may be experiencing. They will link households to rent assistance vouchers programs including the Regional Long-term Rent Assistance Program (RLRA) and will also link them to ongoing Supportive Housing Case Management, as needed, to stay stably housed.

RECOMMENDATION:

Staff respectfully recommends that the Board approve the amendment to contract 10788 with Impact NW for the continuation and expansion of supportive housing navigation and placement services for the SHS Program.

Respectfully submitted,

Rodney A. Cook

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

**AMENDMENT #1
TO THE CONTRACT DOCUMENTS WITH IMPACT NW FOR HOUSING
NAVIGATION AND PLACEMENT SERVICES
Contract #10788**

This Amendment #1 is entered into between **Impact NW** (“Contractor”) and Clackamas County (“County”) and shall become part of the Contract documents originally entered into between Contractor and the Housing Authority of Clackamas County on August 18, 2022. (“Contract”).

Amendment #1 is to make the following changes to the Contract:

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

Contractor shall perform additional navigation services (“Navigation Work”) described in **Exhibit A**, attached hereto, and incorporated by this reference herein. Both the Work and the Navigation Work shall be performed in accordance with the equity principles set forth in **Exhibit E**, attached hereto and incorporated by this reference herein.

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

In consideration for Contractor performing the Navigation Work, County will pay Contractor an amount not to exceed \$175,931.86. Consideration rates are on a reimbursement basis in accordance with the budget set forth in **Exhibit B**, attached hereto and incorporated by this reference herein, and the terms and conditions of the Contract. The total Contract compensation, including the additional Navigation Work, will not exceed \$778,268.24.

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

ORIGINAL CONTRACT	\$ 602,336.38
AMENDMENT #1	\$ 175,931.86
TOTAL AMENDED CONTRACT	\$ 778,268.24

3. ARTICLE II, Section 30, **COOPERATIVE CONTRACTING**, is hereby deleted in its entirety.

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.

Impact NW



12-5-22

Authorized Signature

Date

Housing Authority of Clackamas County

Tootie Smith, Chair

Date

Andy Nelson

Name / Title (Printed)

Approved as to Form

Oregon 12947

Oregon Business Registry #

County Counsel

Date

Nonprofit/Oregon

Entity Type / State of Formation

Attachments: Exhibits A (Scope of Work – Housing Navigation & Placement Program Design, Supportive Housing Case Management Program Design), B (Revised budget), and E (Scope of Work – Equity).

EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK
SHS PROGRAM GUIDING PRINCIPLES AND EXPECTATIONS

Housing Navigation & Placement Program Design

Contractor shall provide a housing navigation and placement program. This program will assist 10 households with moving into permanent housing within the Metro jurisdictional boundaries every fourth months, or approximately 30 households per year; and provide a warm hand-off to the supportive housing case manager assigned to each household.

If housing placements are accomplished in less than 120 days, it will remain the expectation that Contractor maintain a 1:10 ratio of housing navigator to participant and therefore may serve more than 30 households with navigation services in a given year.

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

This program will provide connections with long term supportive services and help navigate the housing placement process following a Housing First model. This program will work with the HST Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand-offs to services, and re-location assistance and support as needed. Allowing for up to 120 days from housing navigation program entry to housing placement, with the goal that most households are served with navigation and placement within 90 days, contractor will move not less than approximately 10 households into permanent housing every four months, or approximately 30 households per year. There is no limit; therefore, the program may serve more households with navigation services in a given year.

Housing navigation and placement consists of flexible services and funding to assist households in accessing and securing rental housing. Housing navigation and placement is tailored to meet each household’s specific needs so they can move into rental housing as quickly as possible. Contractor will engage collaboratively with the HST, community groups, and other housing organizations to creatively support client needs related to housing.

Navigation case managers must maintain contact with 100% of participants, check in at least weekly, and document activities and needs related to housing clients. Multiple, progressive efforts will be made to engage each household, in a housing search plan. If program staff are unable to make contact over the course of 30 consecutive days, report the delay to the O&E/SoS Program Coordinator to assist with engagement strategies. If a household does not find permanent housing or chooses not to engage with housing navigation and placement services, this program will work with O&E/SoS Program Coordinator to engage in Housing First Aid, harm-reduction conversations.

Housing navigation and placement must include the following:

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

Housing Navigation & Placement Program Goals and Benchmarks:

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	HMIS
Housing Navigation	House at least 85% of households matched with the program within 120 days of receiving a housing subsidy; house at least 60% within 90 days.	HMIS
Capacity	Maintain 90% capacity at all times starting 90 days post contract execution.	HMIS and Matching Report
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi

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

Timeline:

- Hire 100% of staff within 90 days of contract execution
- Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
- Enroll 90% capacity for each FTE within 90 days of hiring
- Each FTE must place at least 8 household into housing within 120 days of Amendment execution
- Complete HMIS training within 90 days of hiring

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.

Health, Housing & Human Services HST responsibilities:

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, including sharing examples among Contracted providers
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data
5. Provide HMIS access, training, and support
6. Provide connections to CHA and Housing First Aid/diversion training
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
8. Provide information, access, and/or support for staff to attend Equity, Inclusion, and continuing education trainings
9. Connect all contracted programs with the overall system of services for people experiencing homelessness
10. Support both formal and informal partnerships between provider organizations, including those newly formed
11. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use Disorder treatment

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 will:

1. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
2. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing
 - b. Participant demographic data, including race and ethnicity
 - i. When possible, data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Number of households served
 - ii. Average length of time searching for housing
 - iii. Average flexible spending cost per household served
 - iv. Average length of Homelessness across households served
 - v. Number of households exited with a permanent housing placement
 - vi. Percent of households requesting an RLRA extension
 - e. Narrative responses to questions
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need

for the new connection was identified and the process of building the connection.

3. Work with HST to continually improve on performance targets
4. Conduct post-program-exit follow-up assessments at 6- and 12-months post-exit
 - i. Enter the results into HMIS
5. Prepare an annual participant feedback report
6. Submit to monitoring for contract compliance

**EXHIBIT B
PERSONAL SERVICES CONTRACT
BUDGET**

102-086

Housing Navigation 1:10			
Personnel	FTE	8 months (Nov- June)	Notes
Housing Specialist III	1	\$47,950.93	
Program Supervisor	0.166	\$9,184.45	
Assistant Director	0.027	\$1,792.63	
QA Coodinator	0.05	\$2,397.55	
Total Personnel	1.243	\$61,325.56	
M&S			
Mileage		\$1,600.00	
Insurance		\$3,912.00	
Cell Phone		\$200.00	
Laptop for 1.0 FTE Staff		\$0.00	Bought new laptop from last grant year (FY21- 22)
IT Allocation		\$1,766.67	
Office/Program supplies		\$600.00	
Occupancy		\$3,580.00	
CA - flex funds		\$80,000.00	
Total M&S		\$91,658.67	
Total Personnel+M&S			
		\$152,984.22	
Admin - allowable 15%		\$22,947.63	
Admin - non-allowable		\$0.00	
Total Contract			
		\$175,931.86	

EXHIBIT E
PERSONAL SERVICES CONTRACT
SCOPE OF WORK
EQUITY

I. Equity:

The Supportive Housing Services program promotes racial and ethnic justice and seeks to end disparities in housing access. HCDD recognizes that culturally responsive and culturally specific services can eliminate structural barriers and provide a sense of safety and belonging, which will lead to better outcomes. HCDD recognizes that advancing equity also includes having cultural competencies to provide services to other historically marginalized communities such as LGBTQ2SIA+, youth, people with disabilities, and immigrants and refugees. To further equity goals, Contractor must develop/implement the following:

- A plan to ensure culturally responsive service delivery that is respectful of all participants.
- A plan assuring access to services for people who do not speak the primary language of the service provider.
- A process to work with the HCDD SHS team to continuously monitor the demographics of those accessing services using the HMIS (or an HMIS comparable database for domestic violence service providers).
- A quality improvement plan, informed by quantitative and qualitative data analysis, to address evidence of differential access, based on race, ethnicity, disability, gender identity, sexual orientation, or other protected class status.
- Ensure that staff and volunteers have knowledge and experience to participate in the effort to increase equity and decrease housing disparities.
- Ensure that staff and volunteers have access to equity and inclusion training on an on-going basis.

Outcomes:

The SHS program is intended to end chronic homelessness in Clackamas County. In addition, HCDD aims to make homelessness rare, short, and not reoccurring for all who live in Clackamas County. Programs must work in coordination to ensure housing options are safe, stable, and provide housing choice to meet the needs of each individual. The work of ending racial disparities in housing and ending homelessness is one and the same.

In addition to ending homelessness, Metro-wide outcome goals of the SHS program include:

- Advance housing equity by providing access to services and housing to Black, Indigenous and people of color at higher rates than their representation among those experiencing homelessness.
- House individuals and families, and support housing retention, at greater rates than those newly experiencing homelessness, to reduce the overall population of people experiencing homelessness.

- Reduce the average length of time anyone in Clackamas County experiences homelessness until people are offered housing options immediately upon becoming homeless.
- Strengthen housing retention so that, once stably housed, returns to the experience of homelessness are extremely rare.
- Housing programs promote long-term stability, measured by successful program “graduation” to permanent housing and/or housing retention.
- Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.
- SHS-funded organizations increase equity by hiring a staff that is diverse by race, ethnicity, languages spoken, sexual orientation, gender identity, disability status, age, and lived experience.
- Increase safety, stability, and healing for everyone who has experienced homelessness using person-centered, trauma-informed service approaches and connections with mental and physical healthcare.
- Other measures, as determined by Metro, Tri-County data team, and/or Clackamas County community of service providers, will be added.

Coordination:

Partnership and coordination are key components to ending homelessness. A coordinated system makes finding resources easy for potential program participants and allows the entire system to work more smoothly. When done well, a holistic, coordinated approach improves performance system-wide.

The following are effective coordination principles and practices that must be followed. When followed, they ensure system-wide coordination:

- Coordinated Housing Access (CHA) must be utilized to effectively coordinate all housing services. It must be easily accessible and allow participants to complete a single assessment to access all services in the housing continuum.
- Demonstrated partnerships, at all levels of programming, between programs and organizations. Partnerships can be demonstrated through formal contracts, MOUs, system-wide planning participation, and providing infrastructure programming in a coordinated way (including outreach, housing navigation, CHA, and diversion).
- Build connections and coordinate with multiple systems of care (i.e., housing, workforce, education, foster care, DHS, domestic violence, community justice, health, mental health, and addictions) to build a community of resources, easily accessible to all.
- Strengthen system capacity by supporting CHA, diversion, outreach, and navigation.
- Participate in coordinated system development and implementation, including identifying, addressing, and following-up on unmet needs, gaps in services, and system barriers.

Services:

All services focus on building relationships and service engagement through person-centered, culturally responsive, trauma-informed, strengths-based practices. Services should align with the

Housing First model (see Addendum – Definitions). The purpose of these relationships is to support each household to achieve housing stability through individualized planning and connections with community resources.

To further these services goals, Contractor must follow the following proven practices:

- All services are low barrier, not requiring pre-requisites to become eligible for services or housing.
- Diversion is attempted at every program “door,” including all immediate housing programs and permanent housing programs, when appropriate.
- Households experiencing or at risk of homelessness must be able to move directly into supportive housing and/or permanent housing without first accessing immediate housing programs. Households must also be presented with available immediate housing options.
- Families will be provided with the option to sleep/stay together; Families will not be separated unless they choose to sleep/stay separately.
- Vulnerable populations are prioritized.
 - Vulnerable populations include those with long homeless histories, incomes below 30% AMI, and one or more disabilities.
 - Due to a long history of systemic racism, oppression, and everyday micro and macro-aggressions, Black, Indigenous, and People of Color are also more vulnerable to the experience of homelessness.
- Services are voluntary, non-intrusive, and provide minimal disruption to meet the expressed needs and desires of the participant.
- Services are highly flexible and tailored to meet the needs of each household.

Participant Voice:

Each individual is the expert in their own life. To build the best system, people with lived experience of homelessness must help to shape the services designed to end homelessness. Contractor must incorporate the following guidelines into all programs:

- Participants lead development of their own individual service plans.
- Ensure that all services are voluntary and that no participant is required to participate in a particular activity in order to receive services.
- Integrate participant (or those who choose not to participate) in decision-making at every level, including program/service development, delivery, and evaluation.
- People with lived experience, who participate in decision-making and program development, should be paid for their time.
- Have written procedures and policies, as well as an accessible and transparent grievance process, that ensure staff and volunteers provide respectful and effective services.

System-wide Service Delivery Expectations (in addition to any items above):

Contractor shall perform the following:

- Participate in the HMIS or, for domestic violence service providers, an HMIS comparable database.
- Provide services free of charge to participants or utilizing a pre-approved sliding scale fee.
- Include sustainable, environmentally friendly practices in business operations and the delivery of services (for example, providing onsite recycling, and encouraging reduction of waste through electronic records whenever possible).
- Confidential information must be protected in compliance with applicable federal, state, and local privacy rules.
- Maintain an effective working relationship. HCDD will have formal relationships with service providers through contracts and will also expect contractors to maintain ongoing communication with the Supportive Housing Services Team about programs and performance, and to engage in community planning and training opportunities.
- All services must be delivered in a wholly secular manner, and programs may not require participation in religious activities for program eligibility purposes.
- Have a written termination and/or exclusion policy that appropriately protects the interests of participants by: (1) applying a trauma and equity lens to evaluating rule violations; (2) imposing sanctions short of termination whenever reasonably possible; (3) informing the participant in clear terms of the reason for their termination and/or exclusion from the program; and (4) outlines the process for grieving the decision. Except in the most extreme situations, termination and exclusion policies should allow for re-entry into the program under appropriate conditions.
- Ensure that staff and volunteers have access to continuing education opportunities.
- Attend training and community/system networking meetings as reasonably required by HCDD

COVER SHEET

- New Agreement/Contract
- Amendment/Change/Extension to _____
- Other _____

Originating County Department: _____

Other party to contract/agreement: _____

Document Title:

After filing please return to: _____

County Admin

Procurement

If applicable, complete the following:

Board Agenda Date/Item Number: _____