

December 15, 2022

Board of County Commissioners
Clackamas County

Approval of an Amendment increasing funding and extending the duration of a contract with Northwest Family Services for Supportive Housing Case Management, Housing Navigation/Placement, and Short-term Rental Assistance Services. Amendment value is \$3,961,292. Contract value is now \$5,350,513 for 2 years and 8 months. Funding is through Metro Supportive Housing Services funds.
No County General Funds are involved.

Purpose/Outcome	To expand the provision of supportive housing services and short-term rental assistance by Northwest Family Services.
Dollar Amount and Fiscal Impact	Amendment adds \$3,961,292.00 in contract value for an amended total contract value of \$5,350,513.00.
Funding Source	Metro Supportive Housing Services Funds. No County General Funds are involved.
Duration	From signature through 6/30/2024.
Previous Board Action/Review	10/14/2021 – Approval of contract 10374. 06/30/2022 – Approval Amendment #1. 12/13/2022 – 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	11/28/2022 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 a brief explanation: The item is an amendment.
Contact Person	Vahid Brown, Human Services Manager, 971-334-9870
Contract No.	H3S 10374

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 Northwest Family Services providing supportive housing case management, housing navigation/placement and short-term rental assistance 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.

Northwest Family Services is a Clackamas County-based organization with nearly 40 years of experience providing services to Clackamas County residents. Their extensive work in our community has given their staff an intimate knowledge of Clackamas County residents’ challenges and needs.

Through this contract amendment, Northwest Family Services will continue to provide housing navigation and placement services to approximately 180 households by helping them locate and secure permanent housing and overcome barriers they may be experiencing. They will also provide case management to approximately 75 households and short-term rental assistance to 10 households.

RECOMMENDATION:

Staff respectfully recommends that the Board approve Amendment 2 to Contract 10374 with Northwest Family Services for the expansion of supportive housing case management, housing navigation/placement, and short-term rental assistance for the SHS Program and to authorize Commissioner Tootie Smith, Chair, to sign the Amendment on behalf of the Clackamas County Board of County Commissioners.

Respectfully submitted,

Rodney A. Cook

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

AMENDMENT #2
TO THE CONTRACT DOCUMENTS WITH NORTHWEST FAMILY SERVICES FOR
HOUSING NAVIGATION AND PLACEMENT/SUPPORTIVE HOUSING CASE
MANAGEMENT SERVICES
Contract #10374

This Amendment #2 is entered into between **Northwest Family Services** (“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 October 14, 2021. (“Contract”).

The Contract was originally procured through a tri-county joint procurement. The solicitation requested proposals for the Work to be performed over a three-year period, with the original Contract initially for the first year. The parties now wish to amend the Contract to allow Contractor to perform the Work for the remaining two years. As such, this Amendment #2 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 October 31, 2022, to June 30, 2024.

County and Contractor acknowledge that Contractor performed Work described in Exhibit A, described below, before execution of this Amendment #2. By execution of this Amendment #2, the County hereby approves and ratifies Work performed in accordance with the terms of the Contract. All previously performed Work is and remains subject to the terms and conditions of the Contract. The County reserves all rights, remedies, claims, and causes of action it may have with respect to previously performed Work.

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

Contractor shall perform the Work during the extended term of the Contract, as further described in **Exhibit A**, attached hereto and incorporated by this reference herein, and in accordance with the equity principles set forth in **Exhibit E**, attached hereto and incorporated by this reference herein.

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

In consideration for Contractor performing Work during the extended term of this Contract, County will pay Contractor an amount not to exceed \$1,519,711.00 for Work performed during FY1 22-23, and \$2,441,581.00 for Work performed during FY1 23-24, as detailed in Exhibit A. The total Contract compensation will not exceed \$5,350,513.00. Consideration rates are on a reimbursement basis in accordance with the budget set forth in Exhibit B, and the terms and conditions of the Contract.

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

ORIGINAL CONTRACT	\$ 900,156.00
AMENDMENT #1	\$ 489,065.00
<u>AMENDMENT #2</u>	<u>\$ 3,961,292.00 + Time</u>
TOTAL AMENDED CONTRACT	\$ 5,350,513.00

4. 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 #2, effective upon the date of the last signature below.

Northwest Family Services

Clackamas County

Rose Fuller 11/28/22
 Authorized Signature Date

_____, Date

Rose Fuller
 Printed Name
 Executive Director

 Date

Approved as to Form

by 11/28/2022
 County Counsel Date

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 60 households with moving into permanent housing within the Metro jurisdictional boundaries every four months, or approximately 180 households per year; and provide a warm hand-off to the supportive housing case manager assigned to each household within 30 days after receiving notification of the household's move-in date. If housing outside of Clackamas County, but within the Metro jurisdictional boundaries, a Clackamas-funded case management provider must provide ongoing services to the household in that county.

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 180 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 6 Full-Time Employees ("FTE's") **with a revolving capacity to assist approximately 60 households at a time**. Contractor must report revolving capacity at least monthly to the Housing Services Team (HST) Navigation Program Coordinator.

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

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, with one in-person check-in per month and document activities and needs related to housing clients. A check-in is a two-way communication between the case worker and the client in person, via phone, or text. etc. Documentation must be completed on the HMIS, and any other database systems used by Contractor to track activities. 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, with one in-person check-in per month (a check-in attempt includes an email, a text, a voicemail, or an in-person visit). A check-in is a two-way communication between the case worker and the client in person, via phone, or text, etc.
- 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 essential furniture by making appointment with Community Warehouse, application fees, and other non-rent move-in fees. Navigators will work in partnership with County Supportive Case Management (SHS) staff to assess and purchase other essential items as part of the household’s transition and engagement.

Housing Navigation & Placement Program Goals and Benchmarks:

Outcome	Goal	Data Source	Tracking Method
Data Accuracy	95% data completeness in HMIS	HMIS	Reports provided by HST staff.
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	Reports provided by HST staff.
Capacity	Maintain 90% capacity at all times starting 90 days post contract execution.	HMIS and Matching Report	Semi-annual reports provided by HST staff.
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi	Updates provided by HST staff.

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

Timeline:

- Hire 100% of staff within 120 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 households into housing within 120 days of execution of this Amendment # 2.

- 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. Adhere to all data reporting requirements stated in Exhibit A of the Contract.
- 2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
- 3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing
 - b. Participant demographic data, including race and ethnicity
 - i. When possible, data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Number of households served
 - ii. Average length of time searching for housing
 - iii. Average flexible spending cost per household served
 - iv. Average length of Homelessness across households served
 - v. Number of households exited with a permanent housing placement
 - vi. Percent of households requesting an RLRA extension
 - e. Narrative responses to questions
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
- 4. Work with HST to continually improve on performance targets
- 5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit

- i. Enter the results into HMIS
6. Prepare an annual participant feedback report
7. Submit to monitoring for contract compliance

Supportive Housing Case Management (“SHCM”) Program Design

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

All referrals to SHCM will come from the by-name list and through Coordinated Housing Access (CHA) system. When the Contractor receives referrals, each new referral will be contacted via all known contact points (email, text, phone call/voicemail, written letter, in-person) within five (5) business days to assess current eligibility and interest in this program. Those referrals coming from housing navigation services will receive a warm hand-off into this SHCM program, within 30 days after navigator receives notification of the household’s move-in date

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

This program will assist approximately 75 households with supportive housing case management for the year. Households are in scattered-site rental units within the Metro jurisdictional area. The expected case manager to participant ratio is 1:25. As more participants are added to the case load, more staff must be added to accommodate them.

Case management services are dedicated to ensuring participants remain in permanent housing long-term either through ongoing housing subsidy and support or by “graduating” from rental subsidy and/or intensive case management. Program case managers and leadership will work with HST SHCM program coordinator on housing retention, capacity building and training needs.

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

- Intensive, culturally, and linguistically specific relationship based, and trauma informed one-on-one case management focused on housing stabilization and lease compliance offered at least monthly (and in most cases, weekly)
- Highly flexible services tailored to meet the needs of each household must be offered; services must be offered based upon the individual’s needs and desires
- These services must include, but are not limited to:
- Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
 - Create a housing stability action plan and housing goals for each household, including wraparound services, which are determined by participants and focused on housing success.
 - Evaluate progress, as defined by the participant, and adjust plan as needed

- Ensure each participant has a monthly plan to pay their portion of the rent/utilities, money management support
- Assistance responding to RLRA requirements including inspections and paperwork completion
- Act as a landlord contact and assist in landlord relationship development
- Education on tenant and landlord rights and responsibilities
- Regular communication with the tenant and property management
- Early intervention and support to address issues that could jeopardize housing stability
- Problem solving and crisis management
- Connection to independent living supports and/or provision of life skills training, as needed
- Connections to education and employment opportunities
- Assistance, or connections to assistance, with applying for SSI/SSDI, using the SOAR model, and other benefits, when appropriate.
 - Appropriate use of flexible funding to support housing stability and wellness goals
 - Assistance with house cleaning and unit maintenance as needed to ensure lease compliance
 - Coordination and connections with other supportive services as needed
 - Plan to “graduate” from housing subsidy and/or intensive housing case management services, as appropriate
 - Linkages to culturally specific and responsive services that help to stabilize the whole family and support long term success (employment, education, rental assistance, etc.)

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

1. Incorporate and adhere to the guiding principles and expectations set forth above
2. Conduct the contracted program and related activities as outlined in the Program Design section above.
3. All the provisions of Exhibits A and E - Guiding Principles and Expectations

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source	Tracking Method
Data Accuracy	95% data completeness in HMIS	HMIS	Reports provided by HST staff.
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS	Reports provided by HST staff.
Increase Income	At least 7 of the 75 households will increase income through new employment and/or new benefit acquisition by the end of the 2 nd year of programming.	HMIS	Reports provided by HST staff.
Ending Homelessness	At least 98% of households,	HMIS, case notes	Reports provided by HST staff.

	housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services		
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	Reports provided by HACC staff.
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6-month follow-up assessment	HMIS	Reports provided by HACC staff.

Benchmarks and Timeline:

1. Hire and have 100% of contracted staff on board within 120 days of Amendment execution.
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. Complete Housing First Aid/Diversion training within 90 days of contract execution
4. Complete and submit for approval first draft of agency program manual within 180 days of contract execution (including safety and grievance policies)

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

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

The HST will:

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

**EXHIBIT B
PERSONAL SERVICES CONTRACT
BUDGET**

FY 21-22	FY 22-23	FY 23-24	Total
\$1,389,221.00	\$ 1,519,711.00	\$2,441,581.00	\$5,350,513.00

Budget (11.1.22-6.30.23)		
Line Item Category	Narrative/Description	Funds Requested
Housing Navigation/Placement		
Personnel (Includes 3% COLA)		
Project Director	.50 FTE x \$82,400 for 8 mo	\$27,467
Project Supervisor	.50 FTE @ \$63,865 for 8 mo	\$21,288
3 FTE Devoted Housing Navigators	3 FTE @ \$51,500 for 8 mo	\$103,000
5 FTE Blended Housing Navigators	2.5 FTE @ \$51,500 for 8 mo	\$85,833
Behavioral Health Blended Housing Navigator	.50 FTE x \$68,000 for 8 mo	\$22,667
Housing Inspector	.50 FTE x \$55,000 for 8 mo	\$18,333
Administrative Assistant	.50 FTE x \$43800 for 8 mos	\$14,600
0.5 FTE Data / HMIS Assistant	.25 FTE x \$47,484 for 8 mo	\$7,914
Fringe / Benefits	25% of above Personnel	\$75,276
Housing Navigation/Placement Personnel Subtotal:		\$376,378
Program Operations - Materials and Services		
Phone	1 phone for additional housing-specific navigator	\$300
Phone service	(\$20 x 8 mos x 3 FTE Nav only) + (\$20 x 8 mos x 5.25 blended FTE)	\$1,320
iPad	for housing inspector (0.5 * \$cost)	\$375
Chair	for additional housing-specific navigator	\$700
Office supplies	\$35 x 8 mos x 8.25 FTE	\$2,310
Mileage	\$0.625 x 350 miles x 8 mos x 8.25 FTE	\$14,438
Staff Training / Professional Development	(\$1,000 * 0.67 year x 3 FTE) + (\$1,000 * 0.67 year * 5.25 FTE)	\$5,528
Program expenses (e.g. translation, docuSign/printing/postage)	\$267 x 8 mos	\$2,136
Housing Navigation/Placement Program Operations Subtotal:		\$27,106
Client Services - Flexible Funding		
Client Move-In Expenses	180/year x 0.67 year x \$1,500	\$180,900
Client Services/ Flexible Funding	180/year x 0.67 year x \$2,000	\$241,200
Referred from County emergency cases	24/year x 0.67 x \$5,000	\$80,400
Housing Navigation/Placement Client Services Subtotal:		\$422,100
Housing Navigation/Placement Subtotal:		\$825,584
Supportive Housing Case Management		
Personnel		
Project Director	.50 FTE x \$82,400 for 8 mo	\$27,467
Project Supervisor	.50 FTE @ \$63,865 for 8 mo	\$21,288
5 FTE Blended Case Manager	2.5 FTE @ \$51,500 for 8 mo	\$85,833
Behavioral Health Blended Case Manager	.50 FTE x \$68,000 for 8 mo	\$22,667
Housing Inspector	.50 FTE x \$55,000 for 8 mo	\$18,333
Administrative Assistant	.50 FTE x \$43800 for 8 mos	\$14,600
0.5 FTE Data / HMIS Assistant	.25 FTE x \$47,484 for 8 mo	\$7,914
Fringe / Benefits	25% of above Personnel	\$49,526
Supportive Housing Case Management Personnel Subtotal:		\$247,628
Program Operations - Materials and Services		
Phone service	\$20 x 8 mos x 5.25 blended FTE	\$840
iPad	for housing inspector (0.5 * \$cost)	\$375
Office supplies	\$35 x 8 mos x 5.25 FTE	\$1,470
Mileage	\$0.625 x 350 miles x 8 mos x 5.25 FTE	\$9,188
Staff Training / Professional Development	\$1,000 * 0.67 year * 5.25 FTE	\$3,518
Program expenses (e.g. translation, docuSign/printing/postage)	\$267 x 8 mos	\$2,136
Supportive Housing Case Management Program Operation Subtotal:		\$17,526
Client Services - Flexible Funding		
Client Services/ Flexible Funding	75/year x 0.67 year x \$3,000	\$150,750
Short-term Rent Assistance	\$10,000 x 8 mos	\$80,000
Supportive Housing Case Management Client Services Subtotal:		\$230,750
Supportive Housing Case Management Subtotal:		\$495,904
Capacity Building		
Capacity Building Subtotal:		\$0
Administration		
Indirect Administration	15%	\$198,223
Administration Subtotal:		\$198,223
Total Funds Requested:		\$1,519,711

Budget (7.1.23-6.30.24)

Line Item Category	Narrative/Description	Funds Requested
Housing Navigation/Placement		
Personnel (includes 3% COLA)		
Project Director	.50 FTE x \$84,872 for 12 mo	\$42,436
Project Supervisor	.50 FTE @ \$65,596 for 12 mo	\$32,798
3 FTE Devoted Housing Navigators	3 FTE @ \$53,045 for 12 mo	\$159,135
5 FTE Blended Housing Navigators	2.5 FTE @ \$53,045 for 12 mo	\$132,613
Behavioral Health Blended Housing Navigator	.50 FTE x \$70,040 for 12 mo	\$35,020
Housing Inspector	.50 FTE x \$56,650 for 12 mo	\$28,325
Administrative Assistant	.50 FTE x \$45,114 for 12 mos	\$22,557
0.5 FTE Data / HMIS Assistant	.25 FTE x \$48,909 for 12 mo	\$12,227
Fringe / Benefits	25% of above Personnel	\$116,278
Housing Navigation/Placement Personnel Subtotal:		\$581,388
Program Operations - Materials and Services		
Phone service	(\$20 x 12 mos x 3 FTE Nav only) + (\$20 x 12 mos x 5.25 blended FTE)	\$1,980
Office supplies	\$35 x 12 mos x 8.25 FTE	\$3,465
Mileage	\$0.625 x 350 miles x 12 mos x 8.25 FTE	\$21,656
Staff Training / Professional Development	(\$1,000 x 3 FTE) + (\$1,000 x 5.25 FTE)	\$8,250
Program expenses (e.g. translation, docuSign/printing/postage)	\$267 x 12 mos	\$3,204
Housing Navigation/Placement Program Operations Subtotal:		\$38,555
Client Services - Flexible Funding		
Client Move-In Expenses	180/year x \$1,500	\$270,000
Client Services/ Flexible Funding	180/year x \$2,000	\$360,000
Referred from County emergency cases	24/year x \$5,000	\$120,000
Housing Navigation/Placement Client Services Subtotal:		\$750,000
Housing Navigation/Placement Subtotal:		\$1,369,944
Supportive Housing Case Management		
Personnel		
Project Director	.50 FTE x \$84,872 for 12 mo	\$42,436
Project Supervisor	.50 FTE @ \$65,596 for 12 mo	\$32,798
5 FTE Blended Case Managers	2.5 FTE @ \$53,045 for 12 mo	\$132,613
Behavioral Health Blended Case Manager	.50 FTE x \$70,040 for 12 mo	\$35,020
Housing Inspector	.50 FTE x \$56,650 for 12 mo	\$28,325
Administrative Assistant	.50 FTE x \$45,114 for 12 mos	\$22,557
0.5 FTE Data / HMIS Assistant	.25 FTE x \$48,909 for 12 mo	\$12,227
Fringe / Benefits	25% of above Personnel	\$76,494
Supportive Housing Case Management Program Operation Subtotal:		\$382,470
Client Services - Flexible Funding		
Phone service	\$20 x 12 mos x 5.25 blended FTE	\$1,260
Office supplies	\$35 x 12 mos x 5.25 FTE	\$2,205
Mileage	\$0.625 x 350 miles x 12 mos x 5.25 FTE	\$13,781
Staff Training / Professional Development	\$1,000 x 5.25 FTE	\$5,250
Program expenses (e.g. translation, docuSign/printing/postage)	\$267 x 12 mos	\$3,204
Supportive Housing Case Management Program Operation Subtotal:		\$25,700
Client Services - Flexible Funding		
Client Services/ Flexible Funding	75/year x \$3,000	\$225,000
Short-term Rent Assistance	\$10,000 x 12 mos	\$120,000
Supportive Housing Case Management Client Services Subtotal:		\$345,000
Supportive Housing Case Management Subtotal:		\$753,170
Capacity Building		
Capacity Building Subtotal:		\$0
Administration		
Indirect Administration	15%	\$318,467
Administration Subtotal:		\$318,467
Total Funds Requested:		\$2,441,581

**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. HACC 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. HACC 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 HACC 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, HACC 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. HACC 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 HACC.

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: _____