

June 27, 2024

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of an amendment extending the term and increasing funding of a personal services contract with The Father’s Heart Street Ministry for safety off the streets sheltering, navigation and placement, supportive housing case management, connections to stable housing, and inclement weather services. Amendment value is \$3,949,952.32 for one year. Contract value is increased to \$8,713,768.84 for three years. Amendment is funded with \$362,912.00 of budgeted County General Funds and \$3,587,040.32 Supportive Housing Services funds.

Previous Board Action/Review	August 18, 2022 – Original Contract approved - 20220818 II.A July 26, 2023 – Amendment #1 - time only amendment executed by H3S August 10, 2023 – Amendment #2 - 20230810 III.D.4 February 1, 2024 – Amendment #3 - 20240201 II.C.1 June 25, 2024 – Amendment#4 briefed at issues		
Performance Clackamas	1. This programming aligns with H3S’s Strategic Business Plan goal to increase self-sufficiency for our clients. 2. This funding aligns with the County’s Performance Clackamas goal to ensure safe, healthy, and secure communities.		
Counsel Review	Yes	Procurement Review	Yes
Contact Person	Vahid Brown, HCDD Deputy Director	Contact Phone	(971) 334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #4 to Contract #10702 with The Father’s Heart Street Ministry (TFHSM) to increase funding of the contract by \$3,949,952.32 and extend the term of the contract for an additional year, through June 30, 2025. The scope of services includes safety off the streets sheltering, housing navigation and placement, supportive housing case management, connections to stable housing, and inclement weather services.

Amendment #4 with The Father’s Heart Street Ministry continues to provide: Hotel/Motel Based Sheltering services with 52 emergency shelter units that are time limited with a goal of moving households to safe stable housing resources within an average of 45 days; Navigation and Placement services with the FTE to assist a minimum of 60 households annually; Connections to Stable Housing (CSH); and Supportive Housing Case Management (SHCM) services. CSH will serve no less than 30 households annually with rapid rehousing services which can include housing search assistance, short-term rent assistance, and case management for

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urban and rural communities. SHCM will provide supportive services to no less than 100 households in permanent housing to ensure housing stability, and Inclement Weather Sheltering for up to 60 days for heat, cold or smoke.

Funding for this amendment is provided through \$362,912.00 of budgeted County General Funds and \$3,587,040.32 Supportive Housing Services Funds. The budgeted County General Funds are used to support services to rural communities, outside of the Urban Growth Boundary.

RECOMMENDATION: Staff recommends the Board approve Amendment #4 to Contract #10707 with TFHSM for safety off the streets sheltering, navigation and placement, supportive housing case management, connections to stable housing, and inclement weather services to Clackamas County residents experiencing homelessness or at imminent risk of homelessness.

Respectfully submitted,

Rodney A. Cook

Rodney A. Cook
Health, Housing & Human Services

**AMENDMENT #4
TO THE CONTRACT DOCUMENTS WITH
THE FATHER'S HEART STREET MINISTRY
Contract #10702**

This Amendment #4 is entered into between **The Father's Heart Street Ministry** ("Contractor") and Clackamas County, on behalf of its Housing and Community Development Division ("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").

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:

By execution of this Amendment #4, County is exercising the second of its three optional one-year extensions. The Contract termination date is hereby changed from June 30, 2024, to **June 30, 2025**.

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

During the extended term of this Contract, Contractor will perform the Work, as amended in the revised **Exhibit A to this Amendment #4**, 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 **\$3,949,952.32**.

Consideration rates are on a reimbursement basis in accordance with the budget set forth in **Exhibit B to this Amendment #4**, attached hereto and incorporated by this reference herein, and the terms of 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.

The total Contract compensation will not exceed **\$8,713,768.84**.

ORIGINAL CONTRACT	\$ 500,170.00
AMENDMENT #1	\$ Time Only
AMENDMENT #2	\$ 2,779,692.00+Time
AMENDMENT #3	\$ 1,483,954.52
AMENDMENT #4	\$ 3,949,952.32
TOTAL AMENDED CONTRACT	\$ 8,713,768.84

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

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

Contractor shall separately account for use of the Advanced Funds on a monthly basis. The parties intend that as of April of each contract year, the Contractor shall have enough Advanced Funds remaining to cover a substantial portion of the costs for remaining Work. As such, starting in April of each contract year, in lieu of an invoice, Contractor shall submit a monthly reconciliation statement of expenses incurred against the Advanced Funds. The reconciliation statement shall include the same information and supporting documentation as an invoice submitted pursuant to Article I, Section 4 of the Contract. The reconciliation statement shall document, to County's satisfaction, how the Advanced Funds were spent down on a monthly basis, including reimbursing Contractor for Work performed for each remaining month of the contract year (April through June).

For the month of the contract year when advanced funds are fully spent down, which is anticipated to be May or June, Contractor shall submit a final reconciliation statement that details the use of the remaining Advanced Funds, if any. If the Advanced Funds do not fully cover eligible Work performed by Contractor, Contractor shall submit an invoice for the remaining amounts owed. The invoice amount shall be reduced by the remaining Advanced Funds.

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

Prior to County advancing the Contractor the Advanced Funds, Contractor must submit an advance request, in a form acceptable to the County, that details the amount of the Advanced Funds requested, the specific purposes for which the Advanced Funds will be used, and such other information as the County may require.

If the Advanced Funds is approved by the County, County will issue payment of the Advanced Funds within 30 days of approval.

Advanced funds do not increase the maximum compensation amount set forth above. Contractor shall not submit invoices for, and County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above.

The Advanced Funds are not intended to be used to expand the Work beyond the eligible expenses incurred for the thirty-day period.

Contractor's use of Advanced Funds for any purpose not expressly permitted by this Contract, or failure to return Advanced Funds in accordance with the provisions above, constitutes a misuse and is a breach of the Contract. Upon such breach, and in addition to any other right or remedy provided at law, in equity, or in this Contract, County may require Contractor to immediately repay all or a portion of the Advanced Funds, terminate the Contract, and/or reduce any pending invoice for Work performed by the amount of misused Advanced Funds.

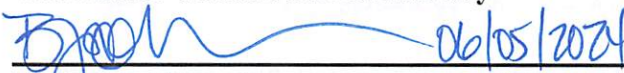
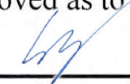
5. **ARTICLE II. Section 1. Access to Records** is hereby deleted in its entirety and replaced with the following:

1. Monitoring/Access to Records.

- a. **Access to Records.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- b. **Performance Monitoring.** Contractor shall comply with County's then-current performance monitoring practices for purposes of ensuring Contractor is performing the Work in accordance with the terms and conditions of the Contract. Each party shall bear their own costs and expenses incurred as a result of County's monitoring of Contractor's performance under the Contract. County's performance monitoring practices may include, but are not limited to, the following:
 - i. **Site Reviews.** County may schedule on-site visits to review Contractor compliance with the Contract. Site visits are usually scheduled with provider, but County may, in its sole discretion, conduct a site visit without prior notice to Contractor.
 - ii. **Performance evaluations.** County may, in its sole discretion, require additional performance evaluations in addition to those already set forth in this Contract. The additional performance evaluations may be performed through a variety of quality assurance and evaluation processes. i.e. HMIS, benchmarks, etc. Contractor must comply and cooperate with any County performance evaluation requirements to ensure County may fully evaluate Contractor's performance under this Contract.
 - iii. **Fiscal Compliance.** County may, in its sole discretion, conduct fiscal compliance reviews to ensure that financial records, systems and procedures conform to Generally Accepted Accounting Principles and are in compliance with all County and State of Oregon audit and accounting requirements.

- iv. File Compliance. County may request periodic review of client files to ensure all required documentation is completed, services are being provided as contracted and client funds are being used in accordance with the County's flex fund policy.

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.

The Father's Heart Street Ministry		Clackamas County	
	06/05/2024	_____	_____
Authorized Signature	Date	Signature	Date
BRANDI JOHNSON, EXECUTIVE DIRECTOR		_____	
Name / Title (Printed)		Name	
215651-97		_____	
Oregon Business Registry #		Title	
50103 / OREGON		_____	
Entity Type / State of Formation		Approved as to Form:	
			06/06/2024
		County Counsel	Date

Attachments: Exhibit A (Scope of Work – Hotel/Motel Based Shelter Services, Inclement Weather Shelter Services, Housing Navigation & Placement, Supportive Housing Case Management, and Connections to Stable Housing), Exhibit B (Revised Budget)

**EXHIBIT A TO AMENDMENT #4
PERSONAL SERVICES CONTRACT
SCOPE OF WORK**

Hotel/Motel Based Shelter Services

Contractor will provide supportive services to households staying in 52 hotel/motel-based emergency shelter units. 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 Aid/diversion, a client focused minimal intervention approach, will be meaningfully attempted with each participant; Housing First Aid/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 by 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 circumstance 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 school. 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 52 non congregate shelter units.
- Shelter intake/CHA assessment completion
- Housing First aid/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.
- Provide at minimum weekly check-ins with households residing in the hotel and motel-based shelter. More frequent if possible, to ensure safety of participants staying in program.
- 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:

- Staffing minimums at hotel sites, at least 1 staff available at each site. With information on after hours contact options clearly visible to participants.
- 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.
- 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.

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 Aid/Diversion	At least 10% of those referred to or seeking shelter are provided with Housing First Aid 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 execution of this Amendment #4.
2. Complete HMIS training for at least one staff member within 90 days of execution of this Amendment #4.
3. All program staff to complete Housing First Aid/Diversion training within 180 days of execution of this Amendment #4.
4. Submit contractor program manual and grievance policy within 180 days of execution of this Amendment #4. 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 Aid, 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, if needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/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

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

Inclement Weather Shelter Services Program Design

Contractor will provide inclement weather services (“Inclement Weather Work”) to County on an on-call or as-needed basis. Consideration for Inclement Weather Work is partially on a reimbursement basis in accordance with the budget set forth in Exhibit B to this Amendment #4 and partially on a per-bed, per day or night rate at the rates set forth in Exhibit B to this Amendment #4.

When County requires Contractor to perform Inclement Weather Work, it will notify Contractor that such services will be required. County expects it will require Contractor to perform Inclement Weather Work for warming shelters, cooling shelters, or smoke shelters but County may, in its sole discretion, require Inclement Weather Work for other purposes. Inclement Weather Work for warming shelters, cooling shelters, or smoke shelters will generally be required as follows:

a. Warming Shelter

County will require Contractor to open warming shelters on days or nights when the actual temperature or wind chill temperature is predicted by the National Weather Service to be 33 degrees Fahrenheit or below, including wind chill factor. Warming shelters must be activated during the first night of this alert. As it is impossible to predict all severe weather scenarios, warming shelters may also be activated when weather conditions do not meet the criteria above, but County determines if operation of a warming shelter is in the County’s best interest. Examples of when a warming shelter may be activated outside of temperature reasons include, but are not limited to, predicted high winds, flood watches, flood warnings, or extremely heavy rain.

b. Cooling Shelter

County will require Contractor to open cooling shelters on all nights when the National Weather Service has declared that the region will be under a Heat Advisory, Watch, or Warning between the hours of 8pm and 8am. Cooling shelter may also be activated when weather conditions do not meet the criteria above, but County determines if operation of a warming shelter is in the County’s best interest. All cooling shelters *must* have air conditioning in each hotel/motel room.

c. Smoke Hotel / Motel Shelter

County will require Contractor to open shelters in the event of certain smoke or air quality events. These air quality events include whenever the Air Quality Index (AQI) reaches the “Unhealthy” level due to fire or other emergency. This information can be found at airnow.gov.

County will endeavor to provide as much prior notice of the need for Contractor to provide Inclement Weather Work as is reasonably practicable. However, the parties understand and agree that the County’s need for Inclement Weather Work is based on severe weather conditions and as such, prior notice may be limited.

Because the Inclement Weather Work is on an on-call or as-needed basis, and the exact amount of Inclement Weather Work, if any, is unknown, nothing in this Amendment #4 shall be construed as a promise to pay Contractor the full amount budgeted for Inclement Weather Work in the budget attached as Exhibit B to this Amendment #4.

Nothing herein shall be construed as prohibited Contractor, if permitted by applicable law, to provide emergency shelters that it chooses to operate on days or nights that are not approved by Clackamas

County for extreme weather or smoke activation. However, unless authorized by County, Contractor will not receive reimbursement from the County for those days or nights.

In providing the Inclement Weather Work, Contractor shall comply with the following terms and conditions:

1. Contractor shall not charge fees to any guests.
2. Contractor shall provide all Center services in a trauma informed and wholly secular manner.
3. Contractor shall not categorically exclude persons fleeing domestic violence.
4. Contractor shall ensure a welcoming and safe environment for people of all genders, including persons who identify as transgender or non-binary.
5. Contractor shall not require guests to be clean and sober or pass urinalysis or breath testing. However, Contractor must impose rules disallowing alcohol or drug possession or use at the shelters.
6. Contractor must incorporate harm reduction into its Inclement Weather Work.
7. Contractor must impose rules to ensure a safe environment, but such rules must be in plain language and as streamlined as possible. Contractor's rules must be in accordance with applicable law.
8. Contractor shall comply with all relevant health, fire, and life safety codes.
9. Contractor shall have a written policies in place for:
 - Background Check policy
 - Records Retention policy
 - Fiscal policy that outlines separation of duties and fraud prevention and recovery (both employee and participant)
10. Contractor shall have a written harm reduction policy that addresses under what circumstances and for what conduct people may be excluded from Contractor's shelters, and for what period of time. In the event a person is excluded under the harm reduction policy, Contractor must document the reason for the exclusion and the duration. Contractor must make a diligent effort to ensure that the excluded person has an alternate safe place to sleep.

If a guest has to leave due to disruption or of their own free will, Contractor will consult with County on whether bednight or day shelter rate is allowable. Regardless of the situation, no bednights or day shelter will be reimbursable if the Contractor does not have complete and accurate HMIS data for the guest, further described below.
11. Contractor must perform criminal background checks and have specific screening criteria for all staff and volunteers who will be performing direct services under this Contract. Policies must be in place to disqualify any persons who have committed violent crimes, crimes against children, or other crimes that are incompatible with this Contract.

Policies must also be in place to ensure the safety of participants should criminal arrests and/or convictions occur during the Contract term. If a volunteer or employee of Contractor has a break in service and does not work for 60 days or more for Contractor, or Contractor has knowledge or information that a crime may have been committed by the staff or volunteer, then another criminal background check must be completed prior to working for Contractor.

A best practice for Criminal Background checks is followed by the State of Oregon, Department of Human Services. Links are provided as a resource to Contractor.

Rules & Policies Covering Background Checks page:

<https://www.oregon.gov/dhs/BUSINESS-SERVICES/CHC/Pages/Policy-Rules.aspx>

12. Contractor hereby authorizes County to include information on shelter availability, address, and volunteer needs in media releases and websites, including, but not limited to 211, the County website, and through social media, such as, but not limited to, Facebook and Next Door.
13. Contractor must obtain written approval to open and operate as an Extreme Weather or Smoke Center (including occupancy certification) from the local fire marshal and the jurisdiction with permitting authority. Contractor shall provide County with copies of the written approval. Contractor must perform the Inclement Weather Work in accordance with any applicable County or fire marshal requirements. Contractor may only operate shelters for the period of time permitted by the jurisdiction with permitting authority, including Fire District or fire marshal permit or requirements. Contractor is responsible to request/apply for any permits/extensions by the authority having jurisdiction.
14. Shelter requirements generally. Contractor must provide a minimum of two staff or volunteers during all hours of operation. If more than 30 guests are on site, from the hours of 6pm to 10pm, additional volunteers or staff are strongly recommended to provide safety for all guests, staff and volunteers. From hours of 10pm to 7am volunteers or staff will provide fire watch and safety check requirements. Contractor shall require staff and volunteers to document shift times to show minimum requirement was met on Sign-in Sheets.

15. Warming Center requirements:

- a. Night Warming shelters must open by 6pm and stay open through at least 7am. Hot beverages and sleeping mats or cots must be available to every guest, and warming center facilities must be heated and have restrooms available.
- b. Day Warming shelters must open by the time the overnight shelter closes and must remain open until at least 6pm. Hot beverages must be available to every guest, and day shelter facilities must be heated and have restrooms available. Day shelter will be paid based on the County confirmed number of individuals in the warming center the previous night. Day shelters will be opened on a schedule authorized by County.
- c. Contractor may look at predictions for opening day shelter from 8pm – 11pm on the previous night and has flexibility to also check predictions prior to 7am when day shelter is required to open. However, once the written notification of opening for day shelter has been sent out, Contractor must open for day shelter services, even if the weather prediction for day shelter changes and does not meet the wind chill threshold after the email announcement is sent.
- d. Centers shall send a single e-mail to County and 211 Info staff and other contacts below between 10:00am – 12pm the day of a Warming Center activation as notification that the warming center will be open that night and shall provide notification through the same email method prior to 7am on the same day of day shelter services being activated.

16. Cooling Centers (congregate shelter)

Cooling Centers will open to the general public from Noon to 8pm on all days when the National Weather Service (NWS) has declared that any of the Regions below will be under a Heat Advisory, Watch, or Warning at: <https://www.weather.gov/portland>:

- Region: OR006 Portland Metro Area
- Region: OR007 Central Willamette Valley
- Region: OR010 North Oregon Cascade Foothills
- Region: OR011 North Oregon Cascades

- a. Contractor shall check the above website between 8am-10am.
- b. Contractor must announce opening by 10am through the County email distribution list and must directly notify local Fire and jurisdiction contacts as required by those authorities. The email shall be sent the same day as Cooling Center activation as notification that the Center will be open, and Contractor shall provide notification through the same email method prior to 8pm if overnight services are activated.
- d. If any of the Regions above are listed as being under an Excessive Heat Watch or Warning after 10am, after Contractor has already checked the conditions at the website above on the same day, Contractor will have the option of opening the site for reimbursement.
- e. Contractor shall check National Weather Service (NWS) website (<https://www.weather.gov/>) for Special Weather Statements and Advisories that may lead up to the issuance of an Excessive Heat Watch or Warning for the specific center location. The map and legend on the NWS website will show any alerts and the type of alert. If there is an Excess Heat Watch or Warning, Contractor can select the label in the map legend to determine if any of the 4 Regions (National Weather Service Public Forecast Zones) present in Clackamas County are affected: <https://www.weather.gov/wwamap/wwatxtget.php?cwa=pqr&wwa=all>.
- f. If the Excessive Heat Watch/Warning extends past 8 PM, County will provide an additional per person reimbursement for each guest who accesses overnight shelter. **Overnight hours: 8pm to 8am.**
- g. Cooling Centers may also be activated when weather conditions do not meet the criteria above after consultation and approval by either the Clackamas County Social Services Director or Program Manager.
- h. Cold beverages must be available to every guest, and facilities must be air conditioned and have restrooms available.
- i. Cooling Centers must provide a minimum of two staff or volunteers during all hours of operation. If more than 30 guests are on site, from the hours of 6pm to 10pm, additional volunteers or staff are strongly recommended to provide safety for all guests, staff and volunteers. If overnight is opened, the hours of 10pm to 7am volunteers or staff will provide fire watch and safety check requirements. Contractor shall require staff and volunteers to document shift times to show minimum requirement was met on Sign-in Sheets.
- j. Contractor will be paid on a per-person per day basis for days that a Cooling Center is open under the authorization of Clackamas County, in the amounts set forth in Exhibit B to this Amendment #4, up to an amount not to exceed the total contracted budget for Inclement Weather Work. Occupancy cannot exceed the established occupancy guidelines for the site.

17. Smoke Centers (congregate shelter)

In addition, Contractor shall operate the Smoke Shelter Centers in accordance with the terms and conditions set forth below. **Annually the period that Contractor shall open when conditions below are met is June 1 to October 31:**

- a. Smoke Centers will open to the general public from Noon to 8 PM when the Air Quality Index (AQI) reaches the “Unhealthy (151-200)” level or higher in any zip code that is within 10 miles of the location of the Center. The AQI can be found at: <https://www.airnow.gov/>.

Contractor can enter the zip code into the search bar. If the ‘PM2.5 AQI’ measurement reaches the “Unhealthy (151-200)” level or higher in any zip code that is within 10 miles of the location of the Center, the condition is met for the Center to open. Zip codes specific to Contractor are:

ZIP CODE	NAME
97013	Canby
97023	Estacada
97038	Molalla
97055	Sandy

- b. Contractor shall check the above website between 8am-10am. **Contractor must announce opening by 10am** through County email distribution list and must directly notify local Fire and jurisdiction contacts as required by those authorities. The email shall be sent the same day as Smoke Center activation as notification that the Center will be open, and Contractor shall provide notification through the same email method prior to 8pm if overnight services are activated.
- c. If the ‘PM2.5 AQI’ measurement reaches the “Unhealthy (151-200)” level or higher in any of the Zip Codes listed after 10am, after Contractor has already checked the conditions at the <https://www.airnow.gov/> website on the same day, Contractor will have the option of opening the site for reimbursement.
- d. If there is no time period issued at <https://www.airnow.gov/> for the ‘Unhealthy’ level duration, Contractor shall check the AQI measurement again between 6pm and 8pm to determine if the site should remain open for overnight shelter.
- e. If the Unhealthy Air Quality extends past 8 PM, County will provide an additional per person reimbursement for each guest who accesses overnight shelter. **Overnight hours: 8pm to 8am.**
- f. Cold beverages must be available to every guest, and facilities must be air conditioned and have restrooms available.
- g. Smoke Centers must provide a minimum of two staff or volunteers during all hours of

operation. If more than 30 guests are on site, from the hours of 6pm to 10pm, additional volunteers or staff are strongly recommended to provide safety for all guests, staff, and volunteers. If overnight is opened, the hours of 10pm to 7am volunteers or staff will provide fire watch and safety check requirements. Contractor shall require staff and volunteers to document shift times to show minimum requirement was met on Sign-in Sheets.

- h. Contractor will be paid on a per-person per day basis for days that a smoke center is open under the authorization of Clackamas County, up to an amount not to exceed the total contracted budget. Occupancy cannot exceed the established occupancy guidelines for the site.
- i. The email distribution list will be provided to Contractor at Agreement execution and at the start of each season. Contractor must directly notify local Fire and jurisdiction contacts as required by those authorities. Once the email notification of opening has been sent out, Contractor is expected to remain open for services, even if the condition to open changes and is not met after the email announcement is sent
- j. County may direct sites to open under **other conditions**. Alternate opening can be negotiated with unusual circumstances but must be pre-approved by County prior to site opening.
- k. The COUNTY may approve **Hotel/Motel Shelter (non-congregate shelter)** in areas where there is no available congregate shelter.

PERFORMANCE REPORTING SCHEDULE AND REQUIREMENTS

Contractor agrees to report data as outlined below to the County:

- 1 Enter guest count data for warming nights by 8 am the next morning and enter guest count data for cooling and smoke day opening by 8 am following the morning of opening as indicated on online shared Google Document Sheets, to be provided by County.
- 2 HMIS is a community-wide software solution that is designed to collect client-level information on the characteristics and service needs of people experiencing homelessness. Contractor is required to:
 - a. Collect participant demographics and enter data electronically into HMIS into appropriate HMIS providers, which will be determined by County.
 - b. Ensure that data entry into HMIS occurs in an accurate and timely manner within three (3) business days of program entry date. Contractor must correct data quality, missing information, and null data errors as specified by County prior to invoice submittals, and by the 10th of each month for services in the preceding month.
 - c. Collect, at minimum, universal data elements which include demographic information on all guests experiencing homelessness and housed guests at entry and Re-Entry for warming, cooling and smoke openings. A Sign-in sheet must be completed each night Contractor is open for warming.
 - d. For cooling and smoke shelter, two separate Sign-in sheets must be completed: one for guests staying during the day and one Sign-in sheet for guests that stay overnight, but the HMIS data will only need to be entered one time per 24 hour period.

- e. For guests experiencing homelessness, an HMIS Entry form shall be completed for each client on their first night of stay for warming and on the first day of stay for cooling or smoke. Clients should complete the Entry form only once per client. On subsequent stays at the sites during the Agreement term, repeat clients must complete the HMIS Data Re-Entry form.
- f. Staff or trained volunteers must review all HMIS forms for completeness and legibility, and County's preference is that guests be assisted by site staff in completion of each required form to understand the questions being asked.
- g. For housed guests, County will provide Contractor a Housed Guest data collection form to be completed by guests. Contractor shall first ask if the guest is housed to determine whether the HMIS forms (guests experiencing homelessness) or a Housed Guest data collection form (housed guest) is appropriate for guest to complete. Housed Guest data will not be entered into HMIS but shall have complete information to be reimbursable.
- h. Use County's approved, secure email system to submit invoices and Sign-in sheets, and Housed Guest forms. HMIS Entry and Re-Entry forms do not need to be submitted electronically, but must be retained by Contractor as noted above, and may be requested for additional invoice verification by County.
- i. Collect and retain copies of invoices, Sign-in sheets, and HMIS Entry and Re-Entry, and Housed Guest paper forms in a secure, locked location for required monitoring by County. Template forms for invoices, Sign-in sheets, and HMIS Entry and Re-Entry will be provided to Contractor by County.
- j. Attend meetings and HMIS training hosted by County.
- k. Enter into an agreement with County Community Development division for access to HMIS.
- l. Ensure only authorized Contractor staff trained by County shall access the HMIS software. Contractor is required to maintain all Sign-in sheets, HMIS forms, and Housed Guest forms, in a locked file on site for audit and monitoring by County regardless of electronic or hardcopy collection.
- m. Review HMIS data and Sign-in sheets prior to electronic entry into HMIS software and make every effort to collect data that is legible and complete. Data that County determines is incomplete will not be reimbursed.
- n. Shall comply with current HMIS Policy and Procedures and adhere to all HMIS reporting requirements.

County staff:

Claire Okeke: cokeke@clackamas.us (Public and Government Affairs)
 Eric Wegener: ewegener@clackamas.us (Housing & Community Development - HMIS)
 Vahid Brown: vbrown@clackamas.us (Housing & Community Development Deputy Director)

Emergency Operations Center (EOC):
clackemdutyofficer@clackamas.us

211 Info staff:
support@211Info.org

Housing Navigation & Placement Program Design

Contractor shall provide a housing navigation and placement program. This program will assist households with moving into permanent housing within the Metro jurisdictional boundaries and provide a warm hand-off to a supportive housing case manager assigned to each household. Agencies with capacity can provide both navigation, placement, and supportive housing case management to ensure continuity of care.

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

Referrals for housing navigation will come from the By-name-list through CHA. In order to enroll a participant in Navigation, there must be a plan to transfer them to supportive housing case management (SHCM) once housed. This could mean that the Navigator holds the case until an internal placement in SHCM becomes available.

Once enrolled in housing navigation program, individuals must obtain a housing placement within 120 days; in extenuating circumstances an extension may be approved by the voucher program manager of the Housing Authority of Clackamas County or their designee. There is no limit to the number of participants placed in housing; therefore, the program may serve more households with navigation services in a given year depending on system capacity and availability of resources.

This program will maintain a navigator to participant ratio of 1:10 at all times. The program will provide 2 FTE's with a revolving capacity to assist approximately 20 households at a time. Contractor must report revolving capacity at least monthly to the HST Navigation Program Coordinator.

Each quarter county housing services staff will review the service provider's caseload and benchmarks for Housing Navigation/Placement and Supportive Housing Case Management. Quarterly budget adjustments may be made to shift staff and accompanying costs between Housing Navigation/Placement and Supportive Housing Case Management as necessary. These budget adjustments will be done to accurately track staff moving between service components as the service provider builds a larger Supportive Housing Case Management caseload and will not change the total contract value.

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. Agency 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. Navigation case managers must attempt contact through email, phone calls, text message, and in person outreach. Navigation case managers must also utilize HST open office hours and BNL case conferencing to problem solve how to get in contact with the household. If program staff are unable to make contact over the course of 30 consecutive days, they will notify HST and the participant will be returned to the by-name-list.

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.
- 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 10 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	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 Capacity Tracker
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi
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 execution of this Amendment #4.
2. Complete HMIS training for at least one staff member within 90 days of execution of this Amendment #4.
3. All program staff to complete Housing First Aid/Diversion training within 180 days of execution of this Amendment #4.
4. Submit contractor program manual and grievance policy within 180 days of execution of this Amendment #4. 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 Aid, 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 Aid/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

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

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

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

Contractor will provide long-term supportive housing services following a Housing First model, providing engagement, problem solving, internal warm hand-offs if need occurs and relocation assistance and support as needed. In its performance of these activities, Contractor will work with the Clackamas County Housing Services Team (HST), including but not limited to the Program Team that provides coordination and support to navigation, outreach and engagement, safety off the streets, and housing retention programs. Contractor will ensure that its relevant staff attend required meetings and adhere to protocols and processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the Clackamas County Housing Services Team. Referrals to SHCM will come from the By Name List (BNL) and through Coordinated Housing Access (CHA) system (see CHA referral process). When the program receives referrals, each new referral will be contacted via all known contact points within 3 to 5 business days and this will be tracked in participant case notes.

Subject to availability of funds, as determined by Housing Authority in its sole administrative discretion, HACC will pay the rental subsidy costs of participant households receiving supportive housing case management from Contractor.

The program will assist no less than **100** households with supportive housing case management. The expected case manager to participant ratio is approximately 1:25. When caseloads reach capacity, Contractor may hire additional staff if funding is available or transition Navigation staff to SHCM to meet capacity needs.

Once Contractor’s SHCM FTEs have reached an enrolled and active caseload of **100** households for Supportive Housing Case Management, Contractor will have their housing navigators begin to build up an SHCM caseload as households are navigated into permanent supportive housing until their caseload reaches 25 households, at which point they will focus on providing SHCM retention services under the Supportive Housing Case Management Scope of Work.

At contract execution, service provider will initially employ **4** FTE Supportive Housing Case Managers who will support a total of **100** households. As housing navigators transition to Supportive Housing Case Management the benchmark will be adjusted as follows:

- Upon execution, Contractor will serve a total of **100** households in Supportive Housing Case Management. Once this number is reached, service provider will begin to transition housing navigators into Supportive Housing Case Management

- When the first housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of **125** households in Supportive Housing Case Management.
- Then the second housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of **150** households in Supportive Housing Case Management.

Each quarter county housing services staff will review the Contractor's caseload and benchmarks for Housing Navigation/Placement and Supportive Housing Case Management. Quarterly budget adjustments may be made to shift staff and accompanying costs between Housing Navigation/Placement and Supportive Housing Case Management as necessary. These budget adjustments will be done to accurately track staff moving between service components as the service provider builds a larger Supportive Housing Case Management caseload and will not change the total contract value.

Case management services are dedicated to ensuring participants remain in permanent housing long-term through ongoing housing subsidy and support. Contractor must adhere to any and all HST policies/protocols for non-engagement, and graduation for situations in which case management services may be ended. Exits should be rare and in extreme situations or when people meet graduation requirements. Program case managers and leadership will work with HST SHCM program coordinator on housing retention, capacity building and training needs.

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

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

- Encourage regular communication with the tenant and property management
- Provide problem solving and crisis management
- Provide connection to independent living supports and/or provision of life skills training, as needed
- Provide connections to education and employment opportunities
- Assist (or connect to assistance) with applying for SSI/SSDI using the SOAR model, and other mainstream benefits, when appropriate; refer to ASSIST program for SSI/SSDI application support
- Make appropriate use of flexible client services funding to support housing stability and wellness goals
- Assist with house cleaning and unit maintenance as needed to ensure lease compliance through approved use of flex funding
- Coordination and connections with other supportive services as needed
- Complete annual review. Discuss readiness to “graduate” from housing case management services, as appropriate using "Graduation" protocol.
- If participant loses their housing voucher, case manager will look at housing first and diversion options to find other opportunities for participants whenever possible.

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% participants entered in HMIS within 10 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
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition.	HMIS
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 95% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 95% of households who exit to permanent	HMIS

	housing, remain in permanent housing as of 6-month follow-up assessment	
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)/Sign in sheets

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of execution of this Amendment #4.
2. Complete HMIS training for at least one staff member within 90 days of execution of this Amendment #4.
3. All program staff to complete Housing First Aid/Diversion training within 180 days of execution of this Amendment #4.
4. Submit contractor program manual and grievance policy within 180 days of execution of this Amendment #4. 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 Aid, 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 Aid/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

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

Connections to Stable Housing (RRH) Program Design

Contractor shall provide a Rapid Rehousing (RRH) program which includes navigation and placement. Rental assistance and supportive housing services will be provided to help assist households move from temporary housing or homelessness to permanent housing. Housing chosen by the participant must be sustainable and may include private market rentals and affordable housing units. The goal of this project is to provide the lightest touch necessary to support households in achieving long-term housing stability. The program will assist households in obtaining housing within the Metro jurisdictional area.

This program will work with the Clackamas County Housing Services Team Program Planners. Engagement, problem solving, connection to community resources, warm hand-off if a transfer needs to occur, and re-location assistance and support will be included in this scope of work as needed.

All referrals to Rapid Rehousing (RRH) will come from the By Name List (BNL) and through Coordinated Housing Access (CHA) system. When the program receives referrals, each new referral will be contacted via all known contact points within five (5) business days to assess current eligibility and interest in this program.

The program will assist a minimum of approximately 30 units/households annually with rapid rehousing. The expected case manager(s) to participant ratio is approx. 1:15 with a revolving capacity to assist approximately 15 households at a time. As more participants are added to the caseload, more staff must be added to accommodate them if funds are available.

Housing First Aid/diversion, a client focused minimal intervention approach, will be meaningfully attempted with each participant; Housing First Aid/diversion training will be provided by the Housing Services Team (HST).

Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preference. Rental subsidy and case management is provided to stabilize households. Participant portion of the rent will follow rapid rehousing rent assistance best practices to move the participant toward paying 100% of their rental costs as soon as possible. Rental subsidy will not necessarily be a percentage. Providers shall consider the income information for the last 30 days collected at intake to determine the percentage or amount each program participant must pay while receiving assistance. The determination will be documented in the client file. Each provider must create an RRH rent calculation policy and submit to the Housing Services Team (HST) for approval.

Rapid Rehousing services are tailored to meet each household's specific needs and must include, but are not limited to:

Prior to placement, Contractor will provide:

- Check-ins at least weekly with all participating households during housing search
- Client-driven assessment of housing barriers, needs, and preferences
- Support and flexible funds to address immediate housing barriers

- Assistance attending housing orientations and responding to program requirements to secure long-term rent assistance in cases where longer-term subsidy is deemed necessary for housing stabilization
- Housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.
- Landlord engagement, establishing relationships with landlords to facilitate participant placement and retention
- Assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing
- Support with moving assistance, securing furniture, application fees, and other non-rent move-in costs

After housing placement, contractor will provide:

- Regular check-ins with households should be offered weekly
- Mediation between the landlord and resident (if applicable)
- Short-term rent assistance and case management (up to 24 months)
- Flexible funding to support housing stability goals
- Plan to increase income through education, employment, and/or benefits support
- Plan to “graduate” from housing subsidy and intensive services
- Plan to transition households who have higher needs to long term rent assistance with or without supportive services

Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness & Accuracy	95 % participants entered in HMIS within 10 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
Optimal Occupancy	Once at full program capacity, maintain at least 87% occupancy, based on stated capacity	HMIS
Ending Homelessness	At least 87% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 87% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 87% of households who exit to permanent housing, remain in permanent housing as of 6 month follow-up assessment	HMIS

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of execution of this Amendment #4.
2. Complete HMIS training for at least one staff member within 90 days of execution of this Amendment #4.
3. All program staff to complete Housing First Aid/Diversion training within 180 days of execution of this Amendment #4.
4. Submit contractor program manual and grievance policy within 180 days of execution of this Amendment #4. 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 Aid, 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 Aid/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

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 TO AMENDMENT #4
AMENDED BUDGET**

TFHSM 10702 FY 24/25 Budget		
Budget Category	Narrative/Description	Budget Amount
Safety off the Streets		
Personnel		
Executive Director	Executive Director	\$ 70,000.00
Hotel Program Supervisor	1 FTE	\$ 85,000.00
Lead Case Managers	2 FTE	\$ 140,000.00
Case Managers	2 FTE	\$ 120,000.00
Peer Support	4 FTE	\$ 216,320.00
Peer Support (DS)	2 FTE	\$ 108,160.00
Care Coordinator	1 FTE	\$ 80,000.00
CHA Administrator	1 FTE	\$ 68,640.00
Assistant	1 FTE	\$ 75,000.00
Assistant	1 FTE	\$ 54,080.00
Taxes & Benefits		\$ 254,300.00
Safety off the Streets Personnel Subtotal:		\$1,271,500.00
Program Operations - Materials and Supplies		
Mileage		\$ 24,120.00
Cell Phones		\$ 9,600.00
Devices	Computers/Wi-Fi/Accessories	\$ 10,400.00
Training/Development	Continuing Education	\$ 16,000.00
Office Supplies		\$ 6,000.00
Contracted Services	Security @ The Shelter & Hotel	\$ 560,000.00
Safety off the Streets Program Operations - Materials and Supplies Subtotal:		\$626,120.00
Client Services		
Flex Funds	Utilities, application fees, food, ID, background checks, education, bus tickets, rental Subsidy	\$ 200,000.00
Safety off the Streets Client Services Subtotal:		\$200,000.00
Indirect Administration		
Indirect Administration		\$ 153,762.00
Safety off the Streets Indirect Subtotal:		\$153,762.00
Safety off the Streets Total:		\$2,251,382.00
Navigation & Placement		
Personnel		
Housing & Navigation Specialist	2 FTE	\$ 144,200.00
Taxes & Benefits		\$ 36,050.00
Navigation & Placement Personnel Subtotal:		\$180,250.00

Program Operations - Materials and Supplies		
Mileage		\$ 4,020.00
Cell Phones		\$ 1,200.00
Devices	Computers/WiFi/Accessories	\$ 1,300.00
Training/Development	Continuing Education	\$ 2,000.00
Navigation & Placement Program Operations - Materials and Supplies Subtotal:		\$8,520.00
Client Services		
Flex Funds	Utilities, application fees, food, ID, background checks, education, bus tickets, rental subsidy, ETC	\$ 100,000.00
Navigation & Placement Client Services Subtotal:		\$100,000.00
Indirect Administration		
Indirect Administration		\$ 28,877.00
Navigation & Placement Indirect Subtotal:		\$28,877.00
Navigation & Placement Total:		\$317,647.00
Supportive Housing Case Management		
Personnel		
Long Term Case Managers	2FTE	\$ 140,000.00
Case Managers	2 FTE	\$ 130,000.00
Taxes & Benefits		\$ 67,500.00
Supportive Housing Case Management Personnel Subtotal:		\$337,500.00
Program Operations - Materials and Supplies		
Mileage		\$ 8,040.00
Cell Phones		\$ 2,400.00
Devices	Computers/WiFi/Accessories	\$ 2,400.00
Training/Development	Continuing Education	\$ 4,000.00
Supportive Housing Case Management Program Operations - Materials and Supplies Subtotal:		\$16,840.00
Client Services		
Flex Funds	Utilities, Application Fees, Food, ID, Background checks, Education, Bus tickets, Rental Subsidy, ETC	\$ 200,000.00
Supportive Housing Case Management Client Services Subtotal:		\$200,000.00
Indirect Administration		
Indirect Administration		\$ 55,434.00
Supportive Housing Case Management Indirect Subtotal:		\$55,434.00
Supportive Housing Case Management Total:		\$609,774.00
Connections to Stable Housing (RRH) - CGF		
Personnel		
Housing & Navigation Specialist	Language Specific	\$ 150,000.00
Taxes & Benefits		\$ 37,500.00

Connections to Stable Housing (RRH) - CGF Personnel Subtotal:		\$187,500.00
Program Operations - Materials and Supplies		
Mileage		\$ 4,020.00
Cell Phones		\$ 1,200.00
Devices	Computers/WiFi/Accessories	\$ 1,200.00
Training/Development	Continuing Education	\$ 2,000.00
Connections to Stable Housing (RRH) - CGF Program Operations - Materials and Supplies Subtotal:		\$8,420.00
Client Services		
Flex Funds	Flex Funds-Utilities, Application Fees, Food, ID, Background checks, Education, Bus Tickets, ETC	\$ 20,000.00
RRH Rent	Rental Assistance	\$ 114,000.00
Connections to Stable Housing (RRH) - CGF Client Services Subtotal:		\$134,000.00
Indirect Administration		
Indirect Administration		\$ 32,992.00
Connections to Stable Housing (RRH) - CGF Indirect Subtotal:		\$32,992.00
Connections to Stable Housing (RRH) - CGF Total:		\$362,912.00
Inclement Weather		
Personnel		
Program Manager	1 FTE	\$ 16,666.67
Volunteer Coordinator	1 FTE	\$ 65,000.00
Behavior Health	Night/Day @ \$275.00 per night on-call 60 nights	\$ 35,750.00
Taxes & Benefits		\$ 29,354.17
Inclement Weather Personnel Subtotal:		\$146,770.84
Program Operations - Materials and Supplies		
Bed Night Rate	\$55 per night/49 clients/60 nights	\$ 161,700.00
Bed Day Rate	\$55 per 10 day/99 clients/10 nights	\$ 54,450.00
Mileage		\$ 804.00
Cell Phone		\$ 1,200.00
Devices	Computers/Wi-Fi/Accessories	\$ 1,200.00
Inclement Weather Program Operations - Materials and Supplies Subtotal:		\$219,354.00
Client Services		
Flex funds	Food, supplies, background checks, bus tickets, Uber, misc.	\$ 5,000.00
Inclement Weather Client Services Subtotal:		\$5,000.00
Indirect Administration		
Indirect Administration		\$ 37,112.48
Inclement Weather Indirect Subtotal:		\$37,112.48
Inclement Weather Total:		\$408,237.32
FY 2024-2025 Budget:		\$3,949,952.32