

April 3, 2025

BCC Agenda Date/Item: \_\_\_\_\_

Board of County Commissioners  
 Clackamas County

**Approval of an Amendment to a Personal Services Contract with The Father’s Heart Street Ministry for homeless outreach and engagement specialists in Sandy, Welches, Estacada and Molalla areas. Amendment Value is \$3,601,867 for 3 months. Total Agreement Value is \$10,599,883 for 2.5 years. Funding is through Supportive Housing Services Measure Funds and Governor’s State of Emergency Due to Homelessness State Funding. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	Original Contract Approved - 20221215 III.C, December 15, 2022 Amendment #1 time only, executed by the Department, July 26, 2023 Amendment #2, 20230817 IV.E.8, August 17, 2023 Amendment #3, 20240627 V.G.4, June 27, 2024 Amendment #4, 20240627 V.G.15, June 27, 2024		
<b>Performance Clackamas</b>	1. This funding 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.		
<b>Counsel Review</b>	Yes, Andrew Naylor	<b>Procurement Review</b>	NA
<b>Contact Person</b>	Vahid Brown, HCDD Deputy Director	<b>Contact Phone</b>	(971) 334-9870

**EXECUTIVE SUMMARY:** On behalf of the Housing and Community Development Division (HCDD), Health, Housing and Human Services requests approval of Amendment #5 to Contract #10935 with The Father’s Heart Street Ministry (TFHSM) for rural and urban outreach and engagement, housing navigation and placement, and supportive housing case management. Amendment #5 updates the scope of work and increases the value of the contract by \$3,601,867 to fund services.

Through this amendment and utilizing a continuation of the Governor’s State of Emergency funding, The Father’s Heart Street Ministry will continue its outreach, engagement, and wrap-around support to individuals experiencing homelessness or at risk of homelessness focused on the rural areas of Sandy, Welches, Estacada, Molalla, and the surrounding areas. The additional scope will allow TFHSM to assign an outreach specialist to provide outreach and case management services within the city of Milwaukie. The outreach specialist will provide proactive and intensive outreach to individuals over 12 months in addition to the outreach already being performed in the surrounding areas.

Through Supportive Housing Services funds, the programming will provide enhanced outreach to at least 1400 Households within the Urban Growth Boundary. These services will ensure that individuals experiencing homelessness will receive additional ongoing support from the initial point of contact until they are moved into housing and beyond. Funding for Amendment #5 is provided through Supportive Housing Services funds and funding from the Governor’s State of Emergency Due to Homelessness.

For Filing Use Only

**RECOMMENDATION:** Staff respectfully recommend the Board of County Commissioners approve Amendment #5 to the contract (10935) and authorize Chair Roberts to sign on behalf of Clackamas County.

Respectfully submitted,

*Mary Rumbaugh*

Mary Rumbaugh  
Director of Health, Housing and Human Services

**AMENDMENT #5  
TO THE CONTRACT DOCUMENTS WITH  
THE FATHER’S HEART STREET MINISTRY  
Contract #10935**

This Amendment #5 is entered into between **The Father’s Heart Street Ministry** (“Contractor”) and Clackamas County, on behalf of its Housing and Community Development Division of Clackamas County (“County”) and shall become part of the Contract documents originally entered into between Contractor and the Housing Authority of Clackamas County on **December 15, 2022** (“Contract”).

The Purpose of this Amendment #5 is to make the following changes to the Contract:

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

During the term of this Contract, Contractor will perform the additional Work, as amended in **Exhibit A to this Amendment #5**, attached hereto and incorporated by this reference herein.

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

In consideration for Contractor performing additional Work during this Contract, County will pay Contractor an amount not to exceed **\$3,601,867.00**

Consideration rates are on a reimbursement basis in accordance with the budget set forth in **Exhibit B to this Amendment #5**, 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 **\$10,599,883.00**

ORIGINAL CONTRACT	\$ 655,215.00
AMENDMENT #1	\$ Time Only
AMENDMENT #2	\$ 2,836,954.00+Time
AMENDMENT #3	\$ 200,000.00
AMENDMENT #4	\$ 3,305,847.00
<b><u>AMENDMENT #5</u></b>	<b><u>\$ 3,601,867.00 Scope</u></b>
<b>TOTAL AMENDED CONTRACT</b>	<b>\$ 10,599,883.00</b>

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

**The Father’s Heart Street Ministry**

**Clackamas County**

Martin Gant                      02/26/25  
 Authorized Signature                      Date

\_\_\_\_\_  
 Signature                                      Date

Marty Gant President  
 Name / Title (Printed)

\_\_\_\_\_  
 Name

215651-97  
 Oregon Business Registry #

\_\_\_\_\_  
 Title

501c3 Oregon  
 Entity Type / State of Formation

Approved as to Form:  
Andrew Naylor approved via email 11/7/24  
 County Counsel                                      Date

*Attachments: Exhibit A (Scope of Work – Outreach & Engagement, Housing Navigation & Placement, Supportive Housing Case Management), Exhibit B (Revised Budget)*

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

**1. SCOPE OF WORK: OUTREACH SPECIALIST- MILWAUKIE**

Adds one full-time outreach specialist, one assigned to the City of Milwaukee.

Area of Work

Contractor will assign an outreach specialist to provide outreach and case management services within the city. The outreach specialist will provide these services in coordination with the mental health specialist employed by the city.

Scope of Work

Contractor will provide proactive and intensive outreach to individuals over a 12-month period. This is in addition to the proactive and intensive outreach to 200 unique individuals provided for in Exhibit A.

Contractor will provide supportive services through direct mobile outreach and engagement. The outreach specialist will partner with the mental health specialist to offer collaborative outreach, engagement and follow-up care for individuals referred by the mental health specialist for targeted outreach. Contractor's direct outreach methods will incorporate the provision of safety-on-the-streets 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" connections to shelter, housing navigation, and rental assistance resources.

Referrals for this program will come from ongoing community interaction, in coordination with the city's mental health specialist, Coordinated Housing Access ("CHA"), street outreach programs, and through coordination with HST staff. 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") outreach efforts, and collecting information for the Built for Zero initiative are required as an outreach and engagement provider. Built for Zero is an initiative led by national non-profit Community Solutions of which Clackamas County is a participant, and through which Community Solutions provides technical support to COUNTY in developing quality by-name data on people experiencing homelessness and local collaboration efforts dedicated to ending homelessness locally.

Contractor will provide HST with information regarding the days and times during which their outreach services will be readily available. Contractor will communicate in a timely manner to HST and engaged participants any changes in operations or schedule that may affect the previously established days and times when their services will be available to the community.

Services offered must be voluntary, based on participants' states needs and preferences, and must include but are not limited to:

- Provision of safety-on-the-streets resources (e.g., food, survival gear, toiletries)

- Assistance in identification and removal of barriers to permanent housing placement
- Completion of CHA assessment as soon as possible upon engagement
- Information about and assistance in connecting to mainstream services and benefits (e.g., SNAP, Oregon Health Plan enrollment, behavioral health day centers, food pantries)
- Build trusting relationships with participants
- Housing First Aid/diversion: All people will be offered Housing First Aid or rapid resolution conversation
- Assistance obtaining appropriate documents to access housing, employment, and other needed services, with consideration for the needs of immigrant/vulnerable populations.
- Individualized resource referral and connection, including mental and physical health, as needed.
- Outreach, including to pre-identified people on by-name list, with the goal of connecting to longer-term housing resources and/or shelter.
- 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:

- Utilize a trauma informed approach, including techniques outlined in the Guiding Principles and Expectations below
- Maintain consistent hours of operation
- Actively participate in trainings, coordination, case conferencing and other meetings as required by HST.
- Maintain active communication with HST outreach and safety off the streets program
- Target high profile or specific sites for outreach or as assigned by HST.
- Document and certify eligibility of each adult household member as either Population A or Population B. Ensure access points are low barrier for entry into housing.
- Outreach and Engagement may not categorically exclude persons fleeing domestic violence.
- Have rules to ensure a safe environment for all staff and clients. These rules must be in plain language and as streamlined as possible.
- All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines as described below.

### **Outreach and Engagement Goals and Benchmarks**

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of contact	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 Stability	On avg, the amount of time from 1 <sup>st</sup> contact to program engagement will no more than 30 days.	HMIS

Effective Services	Make 1 <sup>st</sup> effort at contact with people referred from by name list within an avg of 5 business days. Complete CHA assessment/BNL entries of newly homeless within 3 days of engagement Contact made with at least 48 households within each city in the 1 <sup>st</sup> 12 months of Amendment #5 50% of participants with at least 1 contact will fully engage in services 90% of eligible service area has adequate outreach coverage	HMIS  GIS Tool
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with contractor services.	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 #5.
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of execution of this Amendment #5.
4. Submit contractor program manual and grievance policy within 180 days of execution of this Amendment #5. 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

**2. OUTREACH SPECIALIST- CITY OF OREGON CITY**

Adds one full-time outreach specialist, one assigned to the City of Oregon City.

Area of Work

Contractor will assign an outreach specialist to the City of Oregon City to provide outreach and case management services within the City. The outreach specialist will provide these services in coordination with the Oregon City Police Department and the latter's Behavioral Health Unit.

Contractor will agree in writing, either through a memorandum of understanding or as otherwise to the mutual satisfaction of both Contractor and the City of Oregon City, on terms outlining the nature of the coordination between Contractor and the City, within 30 days of the execution of this amendment. Contractor will notify County upon finalization of this written agreement and provide County with a copy thereof. County will then provide written authorization to Contractor to begin delivery of outreach services as further specified below ("Scope of Work"). Contractor may not begin to deliver this scope of services until County has authorized Contractor to do so.

Scope of Work

Contractor will provide proactive and intensive outreach to individuals in the City of Oregon City over a 12-month period. This is in addition to the proactive and intensive outreach to 200 unique individuals provided for in Exhibit A.

Contractor will provide supportive services through direct mobile outreach and engagement. The outreach specialist will coordinate with the City of Oregon City to offer collaborative outreach,

engagement and follow-up care for individuals experiencing homelessness. Contractor's direct outreach methods will incorporate the provision of safety-on-the-streets 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" connections to shelter, housing navigation, and rental assistance resources.

Referrals for this program will come from ongoing community interaction, in coordination with the City of Oregon City, Coordinated Housing Access ("CHA"), street outreach programs, and through coordination with HST staff. 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") outreach efforts, and collecting information for the Built for Zero initiative are required as an outreach and engagement provider. Built for Zero is an initiative led by national non-profit Community Solutions of which Clackamas County is a participant, and through which Community Solutions provides technical support to COUNTY in developing quality by-name data on people experiencing homelessness and local collaboration efforts dedicated to ending homelessness locally.

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- Maintain consistent hours of operation

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- Document and certify eligibility of each adult household member as either Population A or Population B. Ensure access points are low barrier for entry into housing.
- Outreach and Engagement may not categorically exclude persons fleeing domestic violence.
- Have rules to ensure a safe environment for all staff and clients. These rules must be in plain language and as streamlined as possible.
- All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines as described below.

### Outreach and Engagement Goals and Benchmarks

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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:

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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.

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  - Monitoring meeting with HST to identify barriers and possible solutions
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  - 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

### **3. SUPPORTIVE SERVICES COMMUNITY COURT (SSCC):**

Contractor will provide supportive services through site-based (Oregon City Specialty Court) and mobile outreach and engagement to people entering their designated location using their array of basic need services. Contractor's direct outreach methods will incorporate the provision of safety on the street's resources, reduction of housing barriers, partnering with housing and community agencies, and connecting participants to mainstream services and transitional and permanent housing when available. Contractor will participate in or facilitate "warm hand off", connections to shelter, housing navigation, rental assistance and other resources.

This program will work with The Oregon City Specialty Court, the Clackamas County Housing Services Team (HST) Outreach and Engagement (O&E), Safety off the Streets (SoS), Navigation (NAV), and Supportive Housing Case Management (SHCM) Program planners to provide engagement, problem solving, matching, warm hand-offs to services, re-location assistance and support as needed.

All referrals for Outreach and Engagement will come from Oregon City Specialty Court, ongoing community interaction, Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff and the by name list (BNL). Outreach must be prioritized for the people with the highest safety and health vulnerabilities (and their household members). The contractor will work with the HST to establish and/or approve prioritization policies. These services will be restricted to within the Metro jurisdictional boundary.

The program will assist individuals entering the Oregon City Specialty Court, this includes contacts and full engagement of services. Contacts are considered brief with some funding being spent on individual services or supplies. Full engagement includes ongoing frequent documented contact with households and a connection to long term housing services or resources when available. Contractor will work closely with the OCSC to report progress and strategize person-centered resources.

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) outreach efforts, and collecting information for the Built for Zero initiative are required as an outreach and engagement provider. Built for Zero is an initiative led by national non-profit 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. Contractor will provide HST with information regarding the days and times during which their outreach services will be readily available.

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 outreach and engagement services. Reference available HST guidance and procedures for non-engagement of individuals, coverage, safety, and partnerships. When exit to a housing resource is not an option, please connect individuals to other safety on the street's resources if available.

Contractor will communicate in a timely manner to OCSC and engage participants in any changes in operations or schedule that may affect the previously established days and times when their services will be available to the community.

Services offered must include, but are not limited to:

- Provision of safety on the streets resources (e.g., food, survival gear, toiletries)
- Assistance in identification and removal of barriers to permanent housing placement
- Completion of CHA assessment as soon as possible upon engagement
- Information about and assistance in connecting to mainstream services and benefits (e.g., SNAP, Oregon Health Plan enrollment, behavioral health day centers, food pantries)
- Build trusting relationships with participants
- Housing First Aid/diversion: All people will be offered Housing First Aid or rapid resolution conversation
- Assistance obtaining appropriate documents to access housing, employment, and other needed services, with consideration for the needs of immigrant/vulnerable populations.
- Individualized resource referral and connection, including mental and physical health, as needed.
- Outreach, including to pre-identified people on by-name list, with the goal of connecting to longer-term housing resources and/or shelter.
- If the participant is unable to engage 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:

- Utilize a trauma informed approach, including techniques outlined in the Guiding Principles and Expectations below.
- Actively participate in training, coordination, case conferencing and other meetings as required by HST. Including participation in city/community outreach meetings within the service area.
- Maintain active communication with HST Program Planner, including but not limited to ongoing communications regarding best practices, HST program policies, information tracking, and participant trends or issues.
- Target highly visible or heavily used service sites for outreach or as assigned by HST
- Document and certify eligibility of each adult household member as either Population A or Population B, in accordance with Exhibit F.
- Outreach and Engagement may not categorically exclude persons fleeing domestic violence.
- 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.
- All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines.

Outreach and Engagement Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of contact	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 Stability	On avg, the amount of time from 1 <sup>st</sup> contact to program engagement will be no more than 30 days.	HMIS
Effective Services	Make 1 <sup>st</sup> effort at contact with people referred from by name list within an avg of 5 business days. Complete CHA assessment/BNL entries of newly homeless within 3 days of engagement Contact made with at least 40 households within the 1 <sup>st</sup> 12 months of contract 50% of participants with at least 1 contact will fully engage in services 90% of eligible service area has adequate outreach coverage	HMIS  GIS Tool
Ending Homelessness	At least 75% of households enter a permanent or transitional (more than 90 day stay) housing option after engaging with contractor services.	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams app) /Sign in sheets

### **Benchmarks and Timeline:**

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

<b>TFHSM/Love One 10935 FY 24/25</b>		
<b>Budget Category</b>	<b>Narrative/Description</b>	<b>Budget Amount</b>
<b>Outreach &amp; Engagement</b>		
<b>Personnel</b>		
Executive Director	1 FTE	\$ 70,000.00
Deputy Director	1 FTE	\$ 65,000.00
Outreach & Peer Program Supervisor	1 FTE	\$ 85,000.00
Outreach Specialists	7 FTE	\$ 455,000.00
Event Specialists	1 FTE	\$ 110,000.00
Admin/Clerical	1 FTE	\$ 64,480.00
Taxes & Benefits		\$ 212,370.00
<b>Outreach &amp; Engagement Personnel Subtotal:</b>		<b>\$739,480.00</b>
<b>Program Operations - Materials and Supplies</b>		
Mileage		\$ 24,120.00
Cell Phones		\$ 7,200.00
Devices	Computers/WiFi/Accessories	\$ 7,200.00
Training/Development	Continuing Education	\$ 12,000.00
Office Supplies		\$ 7,200.00
<b>Outreach &amp; Engagement Program Operations - Materials and Supplies Subtotal:</b>		<b>\$57,720.00</b>
<b>Client Services</b>		
Flex Funds		\$ 112,000.00
Trash Events		\$ 55,000.00
Laundry & Shower Events		\$ 125,000.00
<b>Outreach &amp; Engagement Client Services Subtotal:</b>		<b>\$292,000.00</b>
<b>Indirect Administration</b>		
Indirect Administration	10% de minimus	\$ 108,920.00
<b>Outreach &amp; Engagement Indirect Subtotal:</b>		<b>\$108,920.00</b>
<b>Outreach &amp; Engagement Total:</b>		<b>\$1,198,120.00</b>
<b>Navigation &amp; Placement</b>		
<b>Personnel</b>		
Navigation & Placement Specialist	1 FTE	\$ 70,000.00
Taxes & Benefits		\$ 17,500.00
<b>Navigation &amp; Placement Personnel Subtotal:</b>		<b>\$87,500.00</b>
<b>Program Operations - Materials and Supplies</b>		
Mileage		\$ 2,010.00
Cell Phones		\$ 1,680.00
Devices	Computers/WiFi/Accessories	\$ 600.00
Office Supplies		\$ 600.00
Training/Development	Continuing Education	\$ 1,000.00
<b>Navigation &amp; Placement Program Operations - Materials and Supplies Subtotal:</b>		<b>\$5,890.00</b>
<b>Client Services</b>		
Flex Funds		\$ 70,000.00
<b>Navigation &amp; Placement Client Services Subtotal:</b>		<b>\$70,000.00</b>
<b>Indirect Administration</b>		
Indirect Administration		\$ 16,339.00
<b>Navigation &amp; Placement Indirect Subtotal:</b>		<b>\$16,339.00</b>
<b>Navigation &amp; Placement Total:</b>		<b>\$179,729.00</b>

<b>Supportive Housing Case Management</b>		
<b>Personnel</b>		
Program Supervisor	1 FTE	\$ 85,000.00
Housing Retention Specialists	2 FTE	\$ 130,000.00
Taxes & Benefits		\$ 53,750.00
<b>Supportive Housing Case Management Personnel Subtotal:</b>		<b>\$183,750.00</b>
<b>Program Operations - Materials and Supplies</b>		
Mileage		\$ 6,030.00
Cell Phones		\$ 1,800.00
Office Supplies		\$ 1,800.00
Devices	Computers/WiFi/Accessories	\$ 1,800.00
Training/Development	Continuing Education	\$ 3,000.00
<b>Supportive Housing Case Management Program Operations - Materials and Supplies</b>		<b>\$14,430.00</b>
<b>Client Services</b>		
Flex Funds		\$ 100,000.00
<b>Supportive Housing Case Management Client Services Subtotal:</b>		<b>\$100,000.00</b>
<b>Indirect Administration</b>		
Indirect Administration	10%	\$ 29,818.00
<b>Supportive Housing Case Management Indirect Subtotal:</b>		<b>\$29,818.00</b>
<b>Supportive Housing Case Management Total:</b>		<b>\$327,998.00</b>
<b>Outreach &amp; Engagement Rural EO Funded</b>		
<b>Personnel</b>		
Program Manager-LO	1 FTE LoveOne	\$ 80,000.00
Navigation Specialist - LO	1 FTE LoveOne	\$ 70,000.00
Outreach Specialist - LO	5 FTE LoveOne	\$ 325,000.00
Event Coordinators LO	2 FTE LoveOne	\$ 125,000.00
Taxes & Benefits	9 FTE	\$ 150,000.00
<b>Outreach &amp; Engagement Rural EO Funded Personnel Subtotal:</b>		<b>\$750,000.00</b>
<b>Program Operations - Materials and Supplies</b>		
Storage	LoveOne	\$ 2,500.00
Mileage LO	LoveOne	\$ 39,340.00
Cell Phones	LoveOne	\$ 5,400.00
Devices	LoveOne Computers/WiFi/Accessories	\$ 5,400.00
Training/Development	Continuing Education	\$ 9,000.00
Bldg Lease	TFH/Lee/Church/Admin	\$ 140,000.00
Office Supplies LO	LoveOne	\$ 5,400.00
<b>Outreach &amp; Engagement Rural EO Funded Program Operations - Materials and Supplies</b>		<b>\$207,040.00</b>
<b>Client Services</b>		
LO Flex Funds	LoveOne	\$ 165,000.00
LO Laundry & Shower	LoveOne	\$ 90,000.00
<b>Outreach &amp; Engagement Rural EO Funded Client Services Subtotal:</b>		<b>\$255,000.00</b>
<b>Indirect Administration</b>		
Indirect Administration	10% de minimus	\$ 121,210.00
<b>Outreach &amp; Engagement Rural EO Funded Indirect Subtotal:</b>		<b>\$121,210.00</b>
<b>Outreach &amp; Engagement Rural EO Funded Total:</b>		<b>\$1,333,250.00</b>

<b>Oregon City Caring Court</b>		
<b>Personnel</b>		
Outreach Specialists	2 FTE	\$ 130,000.00
Taxes and Benefits	25%	\$ 32,500.00
<b>Oregon City Caring Court Personnel Subtotal:</b>		<b>\$162,500.00</b>
<b>Program Operations - Materials and Supplies</b>		
Mileage		\$ 5,000.00
Cell Phone		\$ 1,440.00
Devises		\$ 2,560.00
Training and Development		\$ 3,000.00
Office Supplies		\$ 1,000.00
<b>Oregon City Caring Court Program Operations - Materials and Supplies Subtotal:</b>		<b>\$13,000.00</b>
<b>Client Services</b>		
Flex Funds		\$ 100,000.00
<b>Oregon City Caring Court Client Services Subtotal:</b>		<b>\$100,000.00</b>
<b>Indirect Administration</b>		
Indirect Administration	10% de minimus (minus client services)	\$ 17,550.00
<b>Oregon City Caring Court Indirect Subtotal:</b>		<b>\$17,550.00</b>
<b>Oregon City Caring Court Total:</b>		<b>\$293,050.00</b>
<b>City Of Milwaukie Outreach</b>		
<b>Personnel</b>		
Outreach Specialist	1 FTE	\$ 70,000.00
Taxes and Benefits	25%	\$ 17,500.00
<b>City Of Milwaukie Outreach Personnel Subtotal:</b>		<b>\$87,500.00</b>
<b>Program Operations - Materials and Supplies</b>		
Mileage		\$ 2,000.00
Cell Phone		\$ 1,100.00
Devices		\$ 1,000.00
Training and Development		\$ 4,000.00
Office Supplies		\$ 1,000.00
<b>City Of Milwaukie Outreach Program Operations - Materials and Supplies Subtotal:</b>		<b>\$9,100.00</b>
<b>Client Services</b>		
Flex Funds		\$ 28,600.00
<b>City Of Milwaukie Outreach Client Services Subtotal:</b>		<b>\$28,600.00</b>
<b>Indirect Administration</b>		
Indirect Administration	10% de minimus (minus client services)	\$ 9,660.00
<b>City Of Milwaukie Outreach Indirect Subtotal:</b>		<b>\$9,660.00</b>
<b>City Of Milwaukie Outreach Total:</b>		<b>\$134,860.00</b>

<b>City of Oregon City Outreach</b>		
<b>Personnel</b>		
Outreach Specialist	1 FTE	\$ 70,000.00
Taxes and Benefits	25%	\$ 17,500.00
<b>City of Oregon City Outreach Personnel Subtotal:</b>		<b>\$87,500.00</b>
<b>Program Operations - Materials and Supplies</b>		
Mileage		\$ 2,000.00
Cell Phone		\$ 1,100.00
Devices		\$ 1,000.00
Training and Development		\$ 4,000.00
Office Supplies		\$ 1,000.00
<b>City of Oregon City Outreach Program Operations - Materials and Supplies Subtotal:</b>		<b>\$9,100.00</b>
<b>Client Services</b>		
Flex Funds		\$ 28,600.00
<b>City of Oregon City Outreach Client Services Subtotal:</b>		<b>\$28,600.00</b>
<b>Indirect Administration</b>		
Indirect Administration	10% de minimus (minus client services)	\$ 9,660.00
<b>City of Oregon City Outreach Indirect Subtotal:</b>		<b>\$9,660.00</b>
<b>City of Oregon City Outreach Total:</b>		<b>\$134,860.00</b>
<b>Total Requested Funds</b>		<b>\$3,601,867.00</b>