

February 1, 2024

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

Board of County Commissioners  
 Clackamas County

**Approval of Amendment #3 expanding the scope of work and increasing funding of a personal services contract with The Father’s Heart Street Ministry for emergency shelter, winter shelter, and housing navigation. Amendment value is \$1,483,954.52 for 8 months. Contract value is increased to \$4,763,816.52 for 2 years. Funding is through Metro Supportive Housing Services Measure funds. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	Original Contract approved: August 18, 2022 – 20220818 II.A Amendment # 1: July 26, 2023 –time-only executed by the H3S Amendment # 2: August 10, 2023 – 20230810 III.D.4 Amendment # 3: January 30, 2024 – Item briefed at issues		
<b>Performance Clackamas</b>	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.		
<b>Counsel Review</b>	Yes	<b>Procurement Review</b>	Yes
<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 & Human Services requests approval of Amendment #3 to Contract #10702 with The Father’s Heart Street Ministry (TFHSM) to increase funding of the Contract by \$1,483,954.52 to expand emergency shelter, winter shelter, and housing navigation services.

HCDD has previously contracted with TFHSM for non-congregate (motel) emergency shelter, housing navigation, and supportive housing case management services. To better meet the needs of program participants, Amendment #3 adds funding to the existing motel shelter program for a behavioral health specialist, medical care navigator, and half-time housing navigation specialist. It also increases the overall capacity of the motel shelter program over the winter with staffing to support 25 additional motel shelter rooms.

In addition, Amendment #3 transfers funding responsibility for TFHSM’s congregate winter shelter from the Social Services Division to the Housing & Community Development Division. The funding added here supports congregate winter shelter beds for 49 participants for 105 nights and daytime warming center services, upon activation by county criteria, for 99 participants for 10 days.

Funding for this amendment is provided through Supportive Housing Services funds.

For Filing Use Only

**RECOMMENDATION:** The Staff respectfully recommends that the Board of County Commissioners approve Amendment #3 to Contract #10707 with TFHSM and authorize chair Smith to sign on behalf of Clackamas County.

Respectfully submitted,

*Denise Swanson*

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

**AMENDMENT #3  
TO THE CONTRACT DOCUMENTS WITH  
THE FATHER’S HEART STREET MINISTRY  
Contract #10702**

This Amendment #3 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 entered into between Contractor and the Housing Authority of Clackamas County on **August 18, 2022** (“Contract”).

The Purpose of this Amendment #3 is to make the following changes to the Contract:

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

Contractor will perform additional services as part of the Work. The additional services are set forth in the revised Scope of Work, attached hereto as **Exhibit A to this Amendment #3** and incorporated by this reference herein. In addition, this Amendment #3 adds funding for Shelter Supervisor, Care Coordinator, and Navigation positions as well as contracted services for behavioral health and security within the overnight and day shelter services.

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

In consideration for Contractor performing Work, as amended by this Amendment #3, County will pay Contractor an amount not to exceed \$1,483,954.52. The total Contract compensation will not exceed \$4,763,816.52. Consideration rates are on a reimbursement basis in accordance with the budget as set forth in **Exhibit B to this Amendment #3**.

ORIGINAL CONTRACT	\$ 500,170.00
AMENDMENT #1	\$ <b>Time Only</b>
AMENDMENT #2	\$ <b>2,779,692.00+Time</b>
<u>AMENDMENT #3</u>	<u>\$ 1,483,954.52</u>
<b>TOTAL AMENDED CONTRACT</b>	<b>\$ 4,763,816.52</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 #3, effective upon the date of the last signature below.

**The Father's Heart Street Ministry**

Marty Gant  
Authorized Signature

01/02/24 Marty Gant President  
Date Name / Title (Printed)

**CLACKAMAS COUNTY**

Chair, Tootie Smith  
Commissioner, Paul Savas  
Commissioner, Martha Schrader  
Commissioner, Mark Shull  
Commissioner, Ben West

\_\_\_\_\_  
Tootie Smith, Chair Date

Approved as to Form:

[Signature] 01/03/2024  
County Counsel Date

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

**Shelter Services Program Design**

**WINTER NON-CONGREGATE SHELTER**

For the winter of 2023-2024, inclusive of December 2023 through April 2024, Contractor will provide supportive services to households staying in **25** contracted hotel rooms, in addition to the year round contracted hotel rooms, for non-congregate winter emergency shelter

The program will be time-limited, working toward a goal of sheltering vulnerable neighbors who are literally homeless, over the age of 70, have mobility challenges or other disabilities, who otherwise have health vulnerabilities that could be exacerbated by congregate shelter, or other vulnerability criteria as mutually agreed upon between Contractor and County.

Families will be provided with the option to sleep together; families will not be separated unless they choose to sleep 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, 7 days a week.

All shelter programs will be connected with housing navigation and placement services, long-term supportive housing case management, and rental assistance to connect participants with and help maintain permanent housing. The HST will facilitate connections, as needed.

Contractor will provide shelter support services including provision of staffing support to individuals and households residing in one or more hotel-based non congregate shelters. Contractor will provide adequate staffing support with a minimum of two FTE case managers and two FTE overnight peer support as well as a temporary FTE Volunteer Coordinator.

**Winter shelter services** must include, but are not limited to:

- Housing First Aid/Shelter Diversion
- If not already completed, complete CHA assessment with each participant within 3 days of move-in
- Work with each participant to obtain appropriate documents to access housing, employment, and other needed services, including access to the DMV free ID program.
- Room checks and participant check-ins on a weekly basis.

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

- Shelters may not require shelter participants 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.
- Shelters may have rules to ensure a safe environment, but these rules must be in plain language and as streamlined as possible. Shelter rules must align with Fair Housing law pertaining to emergency shelters.

- Contractor will document and certify eligibility of each adult household member as either Population A or Population B, in accordance with HMIS Imminent Risk of Long-Term Homelessness screening tool.
- All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines.
- Absent express written approval by Clackamas County, all Work performed under this Contract must be performed within the Metro jurisdictional boundaries.

### **FULL-YEAR NON CONGREGATE SHELTER**

Contractor will provide supportive services to households staying in 52 hotel/motel-based emergency shelter units. The Program is a non-congregate shelter model, utilizing 52 hotels/motel rooms paid for by Clackamas County. Contractor’s shelter model will incorporate 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 HST Outreach and Engagement and Safety off the Streets (O&E/SoS), Navigation (NAV), and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand-offs to services, and re-location assistance and support as needed.

Referrals for this program will come from Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff. 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 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.

The shelter program will be time-limited, working toward a goal of moving participants to safe, stable permanent housing resources within an average of 45 days from move-in. While 45 days is the goal, it is not a time limit. Families will be provided with the option to sleep together; families will not be separated unless they choose to sleep separately. Children residing in shelter will receive assistance attending former or neighborhood schools. Emergency shelter programs must provide a place to stay 24 hours/day, 365 days a year. All shelter programs will be connected to or partner with housing navigation and placement services, long-term supportive housing case management, and rental assistance to connect participants with and help maintain permanent housing. The HST will facilitate connections, as needed.

Contractor will provide shelter support services including availability of staffing support to individuals and households residing in one or more hotel-based non congregate shelters. Clackamas County contracts directly with hotels located in or near Clackamas County to provide emergency shelter for eligible individuals. Clackamas County will be responsible for directly paying for hotel rooms via county contracts. Contracted hotel locations are within Clackamas County. Contractor must provide

connections to housing navigation and supportive housing case management services, rental assistance resources, and complete both Supportive Housing Services and Coordinated Housing Access screening.

Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preferences.

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.
- 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.
- One Shelter Supervisor to oversee all existing shelter operations staff.
- One Care Coordinator who will be accessed to provide referrals and coordination of resources for shelter participants to access physical health, mental health, and behavioral health services to include substance abuse and recovery services.
- Open shelter beds must be accessible on weekends and holidays.
- Comply with all relevant health, fire and life safety codes from the local fire marshal and the jurisdiction with permitting authority.
- Have rules to ensure a safe environment for all staff and clients. These rules must be in plain language and as streamlined as possible. See program coordinator for additional policy support.

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

**Outreach and Engagement Goals and Benchmarks**

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements	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
Optimal Occupancy	At least 95% occupancy, based on capacity of hotels and/or motels paid for by the County and used for emergency shelter.	HMIS/Client rosters
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

**Benchmarks and Timeline:**

1. Hire and have 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 agency program manual and policies within 180 days of contract execution.
5. Staff will participate in Built for Zero (BFZ) case conferencing within 30 days of being hired.
6. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired.

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 or goals 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, including sharing examples among Contracted providers
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data
5. Provide HMIS access, training, and support
6. Provide connections to CHA and Housing First Aid/diversion training
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
9. Connect all contracted programs with the overall system of services for people experiencing homelessness
10. Support both formal and informal partnerships between provider organizations, including those newly formed
11. Facilitate connections to broader systems of care, including but not limited to:
  - a. Housing
  - b. Workforce
  - c. Education
  - d. Foster care
  - e. Department of Human Services
  - f. Domestic Violence
  - g. Community corrections
  - h. Healthcare, both physical and mental
  - i. Substance use treatment
  - j. Peer support
12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
14. Assist with program access prioritization, as needed
15. Incorporate participant voice in SHS programming decisions
16. Maintain effective working relationships with contracted providers
17. Attend training and community/systems meetings
18. Provide or assist with creation of necessary participant/program forms
19. Support Contractor in identifying and re-matching households in that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
20. Coordinate with Contractor to participate in by-name-list case conferencing meetings
21. Apply the process as outlined in the Benchmark section described above

### **Reporting Requirements**

#### **Contractor Reporting Responsibilities**

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the contract

2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include the following data categories:
  - a. HMIS data quality: % missing
  - b. Participant demographic data, including race and ethnicity
    - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
  - c. Average cost per household served (successfully and total)
  - d. Program-specific elements
    - i. Percent of households provided Housing 1<sup>st</sup> aid and diverted from shelter services
    - ii. Bed/Unit utilization average percentage
    - iii. Average length of program participation
    - iv. Rate of exit from shelter to permanent housing
    - v. Rate of permanent housing maintenance, using current follow up reports
  - e. Narrative responses to questions
    - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
    - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
    - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
    - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets
5. Conduct post-program-exit follow-up assessments at 6- and 12-months post-exit
  - a. Enter the results into HMIS
6. Prepare an annual participant feedback report
7. 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

### **Warming Shelter Program Design**

### **PROGRAM**

**A.** Contractor agrees to accomplish the following work under this contract:

1. Contractor shall provide shelter staffing and support services to up to **49** participants for 105 nights in emergency winter shelter beds and **99** participants for 10 days in emergency congregate Winter shelter beds for vulnerable houseless neighbors in Clackamas County during the 2023-2024 Winter season.

2. Participate in required Warming Center Start Up meeting and trainings. Every endeavor will be made to schedule at a time that is workable for all providers.
3. No fees shall be charged to persons who are homeless for participating in any project funded services.
4. Provide overnight warming center services at **603 12<sup>th</sup> Street, Oregon City, Oregon**, to un-housed individuals during periods of severe weather:
5. **Warming 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. 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.
6. Warming Centers must be activated (and this may occur without prior conversation with the CCSS Director or Program Manager) on nights when the actual temperature, including wind chill, is predicted (between the hours of 10 AM and 12 noon) to fall below 33 Degrees Fahrenheit, including wind chill factor, by the National Weather Service at the link provided below.

Day shelter services must be activated (and this may occur without prior conversation with the CCSS Director or Program Manager) on days when the actual temperature, including wind chill, is predicted to fall below 33 Degrees Fahrenheit, including wind chill factor, by the National Weather Service at the link provided below.

**Link at:**

<https://forecast.weather.gov/MapClick.php?textField1=45.34&textField2=-122.59>

Warming Centers must be activated during the first night of this alert. As it is impossible to predict all severe weather scenarios, Warming Centers may also be activated when weather conditions do not meet the criteria above after consultation and approval by either the CCSS Director or Program Manager. Examples include but are not limited to predicted high winds, flood watches, flood warnings or extremely heavy rain.

7. Warming Centers must open by 6 PM and stay open through at least 7 AM. Hot beverages and sleeping mats or cots must be available to every guest, and warming center facilities must be heated and have restrooms available.

Day 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 warming center 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 shelter is opened as described and as authorized by County in Exhibit A, but during the daytime.

8. Warming Centers may elect to serve the general houseless population or to serve women and families. However, women and families may not be excluded from any warming center/shelter.
9. If allowed by the jurisdiction with permitting authority, warming centers may choose to operate on nights that are not approved by Clackamas County for opening warming centers, but organizations will not receive reimbursement from the county for those nights.
10. Organizations agree to allow County to include information on warming center 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.
11. Warming centers shall send a single e-mail to COUNTY and 211 Info staff and other contacts below between 10:00 a.m. - 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 in a reasonable time frame for day shelter activation.

**COUNTY staff:**

Shelli Johnson: [shellijoh@clackamas.us](mailto:shellijoh@clackamas.us) (Aging and Disability Resource Connection)

Kati Tilton: [ktilton@clackamas.us](mailto:ktilton@clackamas.us) (ADRC Manager)

Claire Okeke: [cokeke@clackamas.us](mailto:cokeke@clackamas.us) (Public and Government Affairs)

Lauren Decker: [ldecker@clackamas.us](mailto:ldecker@clackamas.us) (Social Services - Coordinated Housing Access)

Jaymi Stark: [jstark@clackamas.us](mailto:jstark@clackamas.us) (Housing & Community Development – Lead Contracts Specialist)

Eric Wegener: [ewegener@clackamas.us](mailto:ewegener@clackamas.us) (Housing & Community Development - HMIS)

Vahid Brown: [vbrown@clackamas.us](mailto:vbrown@clackamas.us) (Housing & Community Development Deputy Director)

**Emergency Operations Center (EOC):**

[clackemdutyofficer@clackamas.us](mailto:clackemdutyofficer@clackamas.us)

**Clackamas County Sheriff's Office (CCSO):**

[grahampha@clackamas.us](mailto:grahampha@clackamas.us)

[seancol@clackamas.us](mailto:seancol@clackamas.us)

**211 Info staff:**

[support@211Info.org](mailto:support@211Info.org)

**Clackamas Fire:**

Amyjo Cook: [Amyjo.cook@clackamasfire.com](mailto:Amyjo.cook@clackamasfire.com)

Greg Ramirez: [Greg.ramirez@clackamasfire.com](mailto:Greg.ramirez@clackamasfire.com)

12. Warming Center services must be provided in a trauma informed and wholly secular manner.
13. Warming Centers may not categorically exclude persons fleeing domestic violence.
14. Warming Centers must ensure a welcoming and safe environment for people of all genders, including persons who identify as transgender or non-binary. However, proposals for gender specific warming centers may also be considered if consistent with Fair Housing law pertaining to Warming Centers including HUD's Equal Access law.

15. Warming Centers may not require guests to be clean and sober or pass urinalysis or breath testing. However, warming centers may have rules disallowing alcohol or drug possession or use on premises. Additionally, warming centers must incorporate harm reduction into their service delivery.
16. Warming Centers may have rules to ensure a safe environment, but these rules must be in plain language and as streamlined as possible. Warming Center rules must align with Fair Housing law pertaining to Warming Centers.
  - a) If a guest has to leave due to disruption or of their own free will, Contractor may consult with County on whether bed night or day shelter rate is allowable. Regardless of the situation, no bed nights or day shelter will be reimbursable if the Contractor does not have complete and accurate HMIS data for the guest.
17. Warming Centers must comply with all relevant health, fire, and life safety codes.
  - a) Contractor must submit to County written approval to open and operate as a temporary emergency shelter (including occupancy certification) from the local fire marshal and the jurisdiction with permitting authority. **Comply with the City of Oregon City and the Clackamas Fire District #1 Temporary Emergency Shelter Policy. Regardless of the term of Contractor's contract with County, warming center sites may only be used as a temporary shelter for the period of time permitted by the jurisdiction with permitting authority, including Fire District or Fire Marshall permit or requirements. Contractor is responsible to request/apply for any permits/extensions by the authority having jurisdiction.**
18. Warming Centers must have a written harm reduction policy that addresses under what circumstances and for what conduct people may be excluded from the warming center and for what period of time. In the event a person is excluded under the harm reduction policy, warming centers must document the reason for the exclusion and the duration. Warming Centers must make a diligent effort to ensure that the excluded person has an alternate safe place to sleep.
19. 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 project.

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

## REPORTING

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

1. Enter data daily on Contractor bed night and day shelter counts as indicated on online shared Google document Sheet, 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 appropriate HMIS providers, which will be determined by county.
  - b) Ensure that data entry into HMIS occurs in 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 and/or Oregon Housing & Community Service (OHCS) prior to invoice submittals, and by the 10<sup>th</sup> of each month for services in the preceding month.
  - c) Collect, at minimum, universal data elements which include demographic information on all clients at entry. A sign-in sheet must be completed each night Contractor is open. A HMIS Entry form shall be completed for each client on their first night stay at the warming center. Clients should complete the Entry form only once per client. On subsequent stays at the warming center during the contract term, repeat clients must complete the HMIS Data Re-Entry form. Warming center staff or trained volunteers must review all HMIS forms for completeness and legibility, and County's preference is that guests be assisted by warming center staff in completion of each required form to understand the questions being asked.
  - d) Use County's approved, secure email system to submit invoices and sign-in sheets. HMIS Entry and Re-Entry forms do not need to be submitted but must be retained by the Contractor as noted above and may be requested for additional invoice verification by County.
  - e) Collect and retain copies of invoices, sign-in sheets, and HMIS Entry and Re-Entry paper forms in a secure, locked location for required monitoring by County. Template forms will be provided to the Contractor by the County.
  - f) Ensure only authorized Contractor staff trained by County shall access the HMIS software.
  - g) Shall comply with current HMIS Policy and Procedures and adhere to all HMIS reporting requirements.

### **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. This program will maintain a navigator to participant ratio of 1:10 at all times. The program will provide **5.5 FTE's with a revolving capacity to assist approximately 55 households at a time.** Contractor must report revolving capacity at least monthly to the HST Navigation Program Coordinator.

This program will provide connections with long-term supportive services and help navigate the housing placement process following a Housing First model. This program will work with the HST Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand- offs to services, and re-location assistance and support as needed. Allowing for up to 120 days from housing navigation program entry to housing placement, with the goal that most households are served with navigation and placement within 90 days, contractor will move not less than approximately **50** households into permanent housing every four months, or approximately **150** households per year. There is no limit; therefore, the program may serve more households with navigation services in a given year barring system capacity and availability of resources.

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

Referrals for housing navigation will come primarily from the By-name-list through regular case conferencing and matching meetings. Referrals may also come directly through street outreach or from emergency shelter programs, as assigned by Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators.

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

**Housing navigation and placement must include the following:**

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

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

<b>Outcome</b>	<b>Goal</b>	<b>Data Source</b>
Data Accuracy	95% data completeness in HMIS	HMIS

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

**Benchmarks and Timeline:**

1. Hire and have 100% of staff within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of hiring
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution
4. Submit agency program manual and policies within 180 days of contract execution
5. Staff will complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in Built for Zero case conferencing within 30 days of being hired

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:**

- i. First time missing a benchmark/not making progress on goals
  1. Monitoring meeting with HST to identify barriers and possible solutions
- ii. Second time missing a benchmark/not making progress on goals
  1. Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- iii. Third time missing a benchmark/not making progress on goals
  1. 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, including sharing examples among Contracted providers
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data
5. Provide HMIS access, training, and support
6. Provide connections to CHA and Housing First Aid/diversion training
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
9. Connect all contracted programs with the overall system of services for people experiencing homelessness
10. Support both formal and informal partnerships between provider organizations, including



- those newly formed
11. Facilitate connections to broader systems of care, including but not limited to:
    - a. Housing
    - b. Workforce
    - c. Education
    - d. Foster care
    - e. Department of Human Services
    - f. Domestic Violence
    - g. Community corrections
    - h. Healthcare, both physical and mental
    - i. Substance use treatment
    - j. Peer support
  12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
  13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
  14. Assist with program access prioritization, as needed
  15. Incorporate participant voice in SHS programming decisions
  16. Maintain effective working relationships with contracted providers
  17. Attend training and community/systems meetings
  18. Provide or assist with creation of necessary participant/program forms
  19. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
  20. Coordinate with Contractor to participate in by-name-list case conferencing meetings
  21. Apply the process as outlined in the Benchmark section described above

### **Reporting Requirements**

Contractor reporting responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the contract.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
  - a. HMIS data quality: % missing
  - b. Participant demographic data, including race and ethnicity
    - i. When possible, data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
  - c. Average cost per household served (successfully and total)
  - d. Program-specific elements
    - i. Number of households served
    - ii. Average length of time searching for housing
    - iii. Average flexible spending cost per household served
    - iv. Average length of Homelessness across households served
    - v. Number of households exited with a permanent housing placement
    - vi. Percent of households requesting an RLRA extension
  - e. Narrative responses to questions
    - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (consider including participant success stories)
    - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?

- iii. Please explain how you have been leading with race while reducing homelessness overall in the community
    - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
- 4. Work with HST to continually improve on performance targets
- 5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit
  - i. Enter the results into HMIS
- 6. Prepare an annual participant feedback report
- 7. Submit to monitoring for contract compliance

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. Use HMIS data to create and provide semi-annual “progress report” to Contractor
- 5. Work with Contracted providers to continually improve on performance targets
- 6. Work with Contractor to identify strengths and weaknesses apparent in programming through data
- 7. Review and identify strengths and weaknesses from participant feedback report with Contractor
- 8. Monitor for contract compliance

**EXHIBIT B  
AMENDED BUDGET**

<b>FY 2023-2024 Budget</b>	
<b>Safety off the Streets</b>	
<b>Personnel</b>	
Safety off the Streets Personnel Subtotal:	\$959,347.00
<b>Program Operations - Materials and Supplies</b>	
Safety off the Streets Program Operations - Materials and Supplies Subtotal:	\$129,764.00
<b>Client Services</b>	
Safety off the Streets Client Services Subtotal:	\$100,000.00
<b>Indirect Administration</b>	
Safety off the Streets Indirect Subtotal:	\$118,911.10
Safety off the Streets Total:	\$1,308,022.10
<b>Warming Shelter</b>	
<b>Personnel</b>	
Warming Shelter Personnel Subtotal:	\$206,750.00
<b>Program Operations - Materials and Supplies</b>	
Warming Shelter Program Operations - Materials and Supplies Subtotal:	\$348,466.67
<b>Client Services</b>	
Warming Shelter Client Services Subtotal:	\$22,500.00
<b>Indirect Administration</b>	
Warming Shelter Indirect Subtotal:	\$24,029.17
Warming Shelter Total:	\$601,745.84
<b>Navigation &amp; Placement</b>	
<b>Personnel</b>	
Navigation & Placement Personnel Subtotal:	\$256,208.33
<b>Program Operations - Materials and Supplies</b>	
Navigation & Placement Program Operations - Materials and Supplies Subtotal:	\$7,338.67
<b>Client Services</b>	
Navigation & Placement Client Services Subtotal:	\$120,833.33
<b>Indirect Administration</b>	
Navigation & Placement Indirect Subtotal:	\$38,438.03
Navigation & Placement Total:	\$422,818.36
<b>Capacity Building</b>	
<b>Personnel</b>	
Capacity Building Personnel Subtotal:	\$546,240.20
<b>Program Operations - Materials and Supplies</b>	

<b>Capacity Building Program Operations - Materials and Supplies Subtotal:</b>	<b>\$345,398.07</b>
<b>Indirect Administration</b>	
<b>Capacity Building Indirect Subtotal:</b>	<b>\$56,715.62</b>
<b>Capacity Building Total:</b>	<b>\$948,353.89</b>
<b>SHCM</b>	
<b>Personnel</b>	
<b>SHCM Personnel Subtotal:</b>	<b>\$288,000.00</b>
<b>Program Operations - Materials and Supplies</b>	
<b>SHCM Program Operations - Materials and Supplies Subtotal:</b>	<b>\$14,976.00</b>
<b>Client Services</b>	
<b>SHCM Client Services Subtotal:</b>	<b>\$100,000.00</b>
<b>Indirect Administration</b>	
<b>SHCM Indirect Subtotal:</b>	<b>\$40,297.60</b>
<b>SHCM Total:</b>	<b>\$443,273.60</b>
<b>Rapid Rehousing</b>	
<b>Personnel</b>	
<b>Rapid Rehousing Personnel Subtotal:</b>	<b>\$155,000.00</b>
<b>Program Operations - Materials and Supplies</b>	
<b>Rapid Rehousing Program Operations - Materials and Supplies Subtotal:</b>	<b>\$10,916.00</b>
<b>Client Services</b>	
<b>Rapid Rehousing Client Services Subtotal:</b>	<b>\$155,000.00</b>
<b>Indirect Administration</b>	
<b>Rapid Rehousing Indirect Subtotal:</b>	<b>\$32,091.60</b>
<b>Rapid Rehousing Total:</b>	<b>\$353,007.60</b>
<b>FY 2023-2024 Budget:</b>	<b>\$4,077,221.39</b>