

June 27, 2024

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

Board of County Commissioners  
 Clackamas County

**Approval of an amendment extending the term, updating the scope of work, and increasing the value of a personal services contract with The Father’s Heart Street Ministry for outreach & engagement, housing navigation & placement, and supportive housing case management. Amendment value is \$3,305,847 for one year. Agreement is increased to \$6,998,016 for two years. Amendment #4 is funded through \$1,705,847 of Supportive Housing Services funding and \$1,600,000 the Governor’s State of Emergency Due to Homelessness State funding. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	December 15, 2022 – Original Contract Approved - 20221215 III.C July 26, 2023 – Amendment #1 time only - executed by the Department. August 15, 2023– Amendment #2 – 20230817 IV.E.8 June 20, 2024 – Amendment #3 to the board for approval June 25, 2024 – Amendment #4 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>	No
<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 #4 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 #4 updates the scope of work, extends the term of the contract by one year, and increases the value of the contract by \$3,305,847 to fund services through June 30, 2025.

Through this amendment and utilizing a continuation of Governor’s State of Emergency funding, The Father’s Heart Street Ministry will continue its outreach, engagement, and wrap around supports to individuals experiencing homelessness or at risk of homelessness focused on the rural areas of Sandy, Welches, Estacada, Molalla, and the surrounding areas. This programming is delivered through its Love One program and in collaboration with AntFarm. Services provided will include laundry events, mobile showers, food pantries, direct outreach, and rapid rehousing interventions. Love One and AntFarm will assist houseless individuals in meeting basic human needs, while utilizing a low-barrier recovery

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framework and a trauma informed and inclusive approach to housing stabilization efforts.

Through Supportive Housing Services funds, the Love One program 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 this Amendment #4 is provided through \$1,705,847 through Supportive Housing Services funds and \$1,600,000 of funding from the Governor’s State of Emergency Due to Homelessness.

**RECOMMENDATION:** Staff recommends the Board approve Amendment #4 to add funding to Contract #10935 with The Father’s Heart Street Ministry for the provision of rural and urban outreach, navigation/placement services and supportive housing case management for Clackamas County residents experiencing homelessness.

Respectfully submitted,

*Rodney A. Cook*

Rodney A. Cook  
Health, Housing & Human Services

*Healthy Families. Strong Communities.*

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**AMENDMENT #4  
TO THE CONTRACT DOCUMENTS WITH  
THE FATHER’S HEART STREET MINISTRY  
Contract #10935**

This Amendment #4 is entered into between **The Father’s Heart Street Ministry** (“Contractor”) and Clackamas County, on behalf of its Housing and Community Development Division 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 #4 is to make the following changes to the Contract:

**1. ARTICLE I, Section 1. Effective Date and Duration** is hereby amended as follows:

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

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

During the extended term of this Contract, Contractor will perform the Work, as amended in **Exhibit A to this Amendment #4**, attached hereto and incorporated by this reference herein.

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

In consideration for Contractor performing Work during the extended term of this Contract, County will pay Contractor an amount not to exceed **\$3,305,847**.

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

Budget line items within categories may be changed with written agreement by both parties. County may approve, in writing, adjustments to budget line-item amounts provided the maximum Contract amount is not exceeded.

The total Contract compensation will not exceed **\$6,998,016**.

ORIGINAL CONTRACT	\$ 655,215.00
AMENDMENT #1	\$ Time Only
AMENDMENT #2	\$ 2,836,954.00+Time
AMENDMENT #3	\$ 200,000.00
<b>AMENDMENT #4</b>	<b>\$ 3,305,847.00</b>
<b>TOTAL AMENDED CONTRACT</b>	<b>\$ 6,998,016.00</b>

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

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

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

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

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

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

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

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

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

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

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

**1. Monitoring/Access to Records.**

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

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

Except as expressly amended above, all other terms and conditions of the Contract shall remain in full force and effect. By signature below, the parties agree to this Amendment #4, effective upon the date of the last signature below.

**The Father's Heart Street Ministry**

**Clackamas County**

Brandi Johnson 05/31/2024  
 Authorized Signature Date

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

BRANDI JOHNSON, EXECUTIVE DIRECTOR  
 Name / Title (Printed)

\_\_\_\_\_  
 Name

215651-97  
 Oregon Business Registry #

\_\_\_\_\_  
 Title

5D1C3 / OREGON  
 Entity Type / State of Formation

Approved as to Form:  
[Signature] 06/04/2024  
 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**

**Outreach and Engagement Program Design**

Contractor will provide supportive services through site-based 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. Contractor will participate in or facilitate "warm hand off", connections to shelter, housing navigation, and rental assistance resources.

This program will work with 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 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 no less than **2,800** households, 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

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 individual to other safety on the street's resources if available.

Contractor will communicate in a timely manner to HST and engage 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 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 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 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 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 <b>2,800</b> households within the 1 <sup>st</sup> 12 months of Amendment #4 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 #4.
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 #4.
4. Submit contractor program manual and grievance policy within 180 days of execution of this Amendment #4. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired.
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e., Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

**Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:**

- First time missing a benchmark/not making progress on goals
  - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
  - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
  - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

### **HST Benchmark and Timeline responsibilities**

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

### **Reporting Requirements**

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the Contract.
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit

- a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

**HST Reporting Responsibilities:**

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

Contractor will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

### **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. Contractor will provide both navigation, placement, and supportive housing case management to ensure continuity of care.

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

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

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

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

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

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

Navigation case managers must maintain contact with 100% of participants, check in at least weekly, and document activities and needs related to housing clients. Multiple, progressive efforts will be made to engage each household in a housing search plan. Navigation case managers must attempt contact through email, phone calls, text message, and in person outreach. Navigation case managers must also utilize HST open office hours and BNL case conferencing to problem solve how to get in contact with the household. If program staff are unable to make contact over the course of 30 consecutive days, they will notify HST and the participant will be returned to the by-name-list.

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

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

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

<b>Outcome</b>	<b>Goal</b>	<b>Data Source</b>
Data Completeness	95% of participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing Navigation	House at least 85% of households matched with the program within 120 days of receiving a housing subsidy; house at least 60% within 90 days.	HMIS
Capacity	Maintain 90% capacity at all times starting 90 days post execution of Amendment #4	HMIS and Capacity Tracker
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Zoom Attendance Report and Sign-In Sheets

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

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

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

**Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:**

- First time missing a benchmark/not making progress on goals
  - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
  - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals

- Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

**HST Benchmark and Timeline responsibilities**

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

**Reporting Requirements**

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the Contract.
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
  - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

**HST Reporting Responsibilities:**

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

Contractor will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

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

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

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

Referrals to SHCM will come from the By Name List (BNL) and through Coordinated Housing Access (CHA) system (see CHA referral process). When the program receives referrals, each new referral will be contacted via all known contact points within 3 to 5 business days and this will be tracked in participant case notes.

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

The program will assist no less than **50** households with supportive housing case management. The expected case manager to participant ratio is approximately 1:25. When caseloads reach capacity, Contractor may hire additional staff if funding is available or transition Navigation staff to SHCM to meet capacity needs.

Once Contractor's SHCM FTEs have reached an enrolled and active caseload of **50** households for Supportive Housing Case Management, Contractor will have their housing navigators begin to build up an SHCM caseload as households are navigated into permanent supportive housing until their caseload reaches 25 households, at which point they will focus on providing SHCM retention services under the Supportive Housing Case Management Scope of Work.

At execution of this Amendment #4, service provider will initially employ **2** FTE Supportive Housing Case Managers who will support a total of **50** households. As housing navigators transition to Supportive Housing Case Management the benchmark will be adjusted as follows:

- Upon execution of this Amendment #4, Contractor will serve a total of **50** households in Supportive Housing Case Management. Once this number is reached, service provider will begin to transition housing navigators into Supportive Housing Case Management
- When the first housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of **75** households in Supportive Housing Case Management.

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

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

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

- Intensive, relationship based, and trauma informed one-on-one case management focused on housing stabilization and lease compliance offered at least monthly (and in many cases, weekly). The need for support may be more intensive once people are housed and for the first six months after. Case management may be more intensive to support people with adjusting to housing and



connecting with all needed benefits and resources. Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:

- Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
- Work with participant to identify, develop, and maintain safe meaningful connections to their community/support network
- Create a housing stability action plan and housing goals for each household, including wraparound services, which are collaborative between case manager and participant and focused on housing success.
- Evaluate progress related to housing action plan, as defined through collaborative process with case manager and participant, and adjust plan as needed
- Ensure each participant has a monthly plan to pay their portion of the rent/utilities; Refer to Utility Payment Program and/or Social Security Representative Payee services if needed and eligible
- Assistance responding to voucher/rental subsidy requirements including inspections and paperwork completion
- Create strong relationships with Landlords. Act as a landlord liaison and assist in landlord relationship development; assist participants with responding to notices from landlord
- Provide early intervention and support to address issues that could jeopardize housing stability
- Education on tenant and landlord rights and responsibilities; connect participants with Housing Rights and Resources and/or Housing Mediation services as needed
- Encourage regular communication with the tenant and property management
- Provide problem solving and crisis management
- Provide connection to independent living supports and/or provision of life skills training, as needed
- Provide connections to education and employment opportunities
- Assist (or connect to assistance) with applying for SSI/SSDI using the SOAR model, and other mainstream benefits, when appropriate; refer to ASSIST program for SSI/SSDI application support
- Make appropriate use of flexible client services funding to support housing stability and wellness goals
- Assist with house cleaning and unit maintenance as needed to ensure lease compliance through approved use of flex funding
- Coordination and connections with other supportive services as needed
- Complete annual review. Discuss readiness to “graduate” from housing case management services, as appropriate using "Graduation” protocol.
- If participant loses their housing voucher, case manager will look at housing first and diversion options to find other opportunities for participants whenever possible.

**Supportive Housing Case Management Benchmarks**

<b>Outcome</b>	<b>Goal</b>	<b>Data Source</b>
Data Completeness	95% participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating	HMIS

	program entries, exits, annual review, status changes and entering case managers	
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition.	HMIS
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 95% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6-month follow-up assessment	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)/Sign in sheets

**Benchmarks and Timeline:**

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

The program must work toward meeting the goals, follow the timeline, and meet each benchmark above, as indicated.

**Unmet benchmarks and lack of progress toward meeting goals will result in the following progressive action:**

- First time missing a benchmark/not making progress on goals
  - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
  - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals
  - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

HST will use HMIS and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 14 days once staff are hired and if there are challenges in meeting any of the benchmarks above.

**HST Benchmark and Timeline responsibilities**

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
  - a. Housing
  - b. Workforce
  - c. Education
  - d. Foster care
  - e. Department of Human Services
  - f. Domestic Violence
  - g. Community corrections
  - h. Healthcare, both physical and mental
  - i. Substance use treatment
  - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
13. Assist with program access prioritization, as needed
14. Incorporate participant voice in programming decisions
15. Maintain effective working relationships with contracted providers
16. Attend training and community/systems meetings

17. Provide or assist with creation of necessary participant/program forms
18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
20. Apply the process as outlined in the Benchmark section described above

### **Reporting Requirements**

#### **Contractor Reporting Responsibilities:**

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the Contract.
2. Work with HST to continually improve on performance targets
3. Conduct post-program-exit follow-up assessments at 6-month post-exit
  - a. Enter the results into HMIS
4. Prepare an annual participant feedback report
5. Submit to monitoring for contract compliance

#### **HST Reporting Responsibilities:**

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

Contractor will be required to follow all County policies including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Graduation Protocol
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Policy
- Progress Notes Policy

**EXHIBIT B  
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 Subtotal:</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 Pass Thru - EO Funded</b>			
<b>Personnel</b>			
Outreach Specialists - AF	2 FTE Antfarm	\$	130,000.00
Taxes & Benefits - AF	2 FTE	\$	32,500.00
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 Pass Thru - EO Funded Personnel Subtotal:</b>			<b>\$912,500.00</b>
<b>Program Operations - Materials and Supplies</b>			
Office Space/Resource Ctr	AntFarm	\$	50,000.00
Storage	LoveOne	\$	2,500.00
Mileage AF	Ant Farm	\$	7,000.00
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 AF	Ant Farm	\$	3,000.00
Office Supplies LO	LoveOne	\$	5,400.00
<b>Outreach &amp; Engagement Rural Pass Thru - EO Funded Program Operations - Materials and</b>			<b>\$267,040.00</b>
<b>Client Services</b>			
AF Trash Clean Ups	AntFarm	\$	20,000.00
LO Flex Funds	LoveOne	\$	165,000.00
LO Laundry & Shower	LoveOne	\$	90,000.00
<b>Outreach &amp; Engagement Rural Pass Thru - EO Funded Client Services Subtotal:</b>			<b>\$275,000.00</b>
<b>Indirect Administration</b>			
Indirect Administration	10% de minimus	\$	145,460.00
<b>Outreach &amp; Engagement Rural Pass Thru - EO Funded Indirect Subtotal:</b>			<b>\$145,460.00</b>
<b>Outreach &amp; Engagement Rural Pass Thru - EO Funded Total:</b>			<b>\$1,600,000.00</b>
<b>FY 2024-2025 Budget:</b>			<b>\$3,305,847.00</b>