

June 27, 2024

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of an amendment updating the scope of work, extending the term, and increasing the value of a personal services contract with Northwest Housing Alternatives, Inc. for emergency shelter with housing navigation, supportive housing case management and rapid rehousing services. Amendment value is \$2,082,460.60 for one year, contract value is increased to \$4,577,505.56 for 2 year and 8 months. Amendment is funded through Supportive Housing Services funds. No County General funds are involved.

Previous Board Action/Review	November 3, 2022 – Original Contract Approved – 20221103 I.B July 31, 2023 – Amendment #2, time only extension executed by the Health Housing and Human Services Department September 7, 2023 – Amendment #3 approved - time extension and scope updated - 20230907 III.C.11 June 25, 2024 – Amendment #4 briefed at Issues		
Performance Clackamas	1. This programming aligns with H3S’s Strategic Business Plan goal to increase self-sufficiency for our clients. 2. This funding aligns with the County’s Performance Clackamas goal to ensure safe, healthy, and secure communities.		
Counsel Review	Yes	Procurement Review	No
Contact Person	Vahid Brown, HCDD Deputy Director	Contact Phone	(971) 334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #4 to Contract #10867 with Northwest Housing Alternatives, Inc. (NHA) for emergency shelter with housing navigation, supportive housing case management and rapid rehousing services. The Amendment updates the scope of work NHA will provide, extends the contract term, and increases the value of the contract by \$2,082,460.60.

NHA operates a non-congregate emergency shelter program utilizing hotel/motel units for families with children under the age of 18. The program serves approximately 13 households annually with emergency shelter and housing navigation services. This emergency housing 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. In addition, children residing in a shelter will receive assistance attending a former or a neighborhood school. All shelter programs

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will be connected with permanent housing and any supportive services needed for long-term housing stability.

This Amendment will also provide for the continuation through another year of NHA's supportive housing case management services, which support not less than 62 households receiving rent assistance; and its rapid rehousing program, which will serve not less than 30 households housing search assistance, short-term rental assistance, and housing case management.

Funding for this amendment is provided through \$2,082,460.60 of Supportive Housing Services Funds for one year. No County General Funds are involved.

RECOMMENDATION: Staff recommends the Board approve Amendment #4 to Contract #10867 with NHA for emergency shelter with housing navigation, supportive housing case management and rapid rehousing programming for Clackamas County residents experiencing homelessness.

Respectfully submitted,



Rodney A. Cook
Health, Housing & Human Services

**AMENDMENT # 4
TO THE CONTRACT DOCUMENTS WITH
NORTHWEST HOUSING ALTERNATIVES, INC.
Contract # 10867**

This Amendment #4 is entered into between **Northwest Housing Alternatives, Inc.** (“Contractor”) and Clackamas County, on behalf of its Housing and Community Development Division (“County”) and shall become part of the Contract documents originally entered into between Contractor and the Housing Authority of Clackamas County on **November 3, 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:

The Contract term is extended to **June 30, 2025**. By execution of this Amendment #4, the parties have agreed to exercise the second one-year renewal.

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

Contractor will perform the Work, as revised 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 \$2,082,460.60. Consideration is on a budget reimbursement basis in accordance with the revised budget attached hereto as **Exhibit B** to this Amendment #4 and incorporated by this reference herein. The total Contract amount shall not exceed \$4,577,505.56.

ORIGINAL CONTRACT	\$ 560,000
AMENDMENT #1	\$ 0 (Language update)
AMENDMENT #2	\$ 0 (Time Extension)
AMENDMENT #3	\$ 1,935,044.96 (Additional Scope/Funding)
AMENDMENT #4	\$ 2,082,460.60 (Additional Scope/Funding)
TOTAL AMENDED CONTRACT	\$ 4,577,505.56

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.

EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK

Shelter Services Program Design

Contractor will operate a non-congregate emergency shelter program utilizing hotel/motel units for families with children under the age of 18. The program will operate 8 hotel/motel units at a time and serve 13 households annually with emergency shelter and housing navigation services.

Contractor's shelter model will incorporate provision of safe sheltering, access to resources, reduction of housing barriers, partnering with housing and community agencies, and connecting participants to mainstream services and transitional and permanent housing. Contractor will participate in or facilitate "warm hand off" of housing navigation and/or rental assistance resources.

This program will work with the Clackamas County Housing Services Team (HST) Navigation (NAV), Outreach and Engagement (O&E), Safety off the Streets (SoS), and Supportive Housing Case Management (SHCM) Program Planners. Engagement, problem solving, connection to community resources, warm hand offs, and re-location assistance and support will be included in this scope of work as needed.

All referrals for this program will come from Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff and the by-name list (BNL). Shelter beds must be prioritized for the people with the highest safety and health vulnerabilities (and their household members). Contractor will work with the HST to establish and/or approve prioritization policies. These services will be restricted to within the Metro jurisdictional boundary. When referrals from CHA and street outreach are not forthcoming, Contractor may take referrals from McKinney-Vento School Liaisons (local homeless education liaisons as defined under the federal McKinney-Vento Act).

Housing First Aid/diversion, a client focused minimal intervention approach, will be meaningfully attempted with each participant; Housing First Aid/diversion training will be provided by the Housing Services Team (HST). Providing CHA screenings, assisting with by-name list (BNL) efforts, and collecting information for the Built for Zero initiative are required as a shelter provider. Built for Zero (BFZ) is a national initiative led Community Solutions of which Clackamas County is a participant, and through which Community Solutions provides technical support to the County in developing quality by-name data on people experiencing homelessness and local collaboration efforts dedicated to ending homelessness locally.

The shelter program will be time-limited, working toward a goal of moving participants to safe, stable housing resources within an average of 45 days from move-in. While 45 days is the goal, there may be extenuating circumstance in which a participant(s) may need to stay longer. Families will not be separated unless they choose to shelter separately. Children residing in shelter will receive assistance attending former or neighborhood school. Emergency shelter programs must provide a place to stay 24 hours/day, 365 days a year. All shelter programs will

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

Contractor must provide connections to housing navigation and supportive housing case management services, rental assistance resources, complete CHA screening, and all required Homeless Management Information System (HMIS) data entry.

Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preferences. However, contractor may set policies and expectations for participants to follow when accessing a shelter program. Follow available HST guidance and policy for non-engagement or program exit. When exit to a housing resource is not an option, please connect individual to available outreach or other safety off the streets resources if available. Ensuring the safety of individuals staying in the shelter program and those exiting to a non-housing resource is a key responsibility of the Contractor.

On-site amenities must include and easily accessible, but are not limited to:

- Access to telephone, computer, and internet
- Toilets, showers, and hygiene supplies
- Laundry facilities
- Storage for belongings

Contractor will provide all services reasonably necessary to run the Program. These services include, but are not limited to:

- Direct staff support for securing food, transportation, and other basic services for households in 13 non congregate shelter units.
- Shelter intake/CHA assessment completion
- Housing First aid/shelter diversion
- Work with each participant to obtain appropriate documents to access housing, employment, and other needed services, considering the needs of immigrant populations.
- Individualized resource referral and connection, including mental and physical health, as needed.
- Provide at minimum weekly check-ins with households residing in the hotel and motel-based shelter. More frequent if possible, to ensure safety of participants staying in program.
- Interface with hotel owners during occupancy to resolve any misunderstandings or disagreements between owners and occupants. Contact HST staff for additional facilitation or support.
- In partnership with navigation contractors, assist in addressing housing barriers, needs, and preferences of participants. Including completion, submission, and tracking of housing documents or applications.
- Develop a process in coordination with HST, to follow up with households exiting shelter programs to homelessness. Assure adequate connections to services after program exit.
- If participant is unable to shelter semi-independently, support timely transition to higher level of care or long-term residential treatment programs.

- Support participants in self-advocacy efforts and identify opportunities to add participant voice to policy discussions

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

- 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.

Shelter Services Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of entry	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing First Aid/Diversion	At least 10% of those referred to or seeking shelter are provided with Housing First Aid to find other safe, temporary shelter or long-term options, diverting them from entering the shelter.	HMIS
Effective Services	Average length of program participation below 90 days, with a goal to reduce to 45 days.	HMIS HMIS

	Average time from entry to connection to housing resource within 30 days.	
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with contractor	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams app) /Sign in sheets

Benchmarks and Timeline:

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

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

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

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

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

HST Benchmark and Timeline responsibilities

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

Reporting Requirements

Contractor Reporting Responsibilities:

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

HST Reporting Responsibilities:

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

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

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

Connections to Stable Housing (RRH) Program Design

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

This program will work with the Clackamas County Housing Services Team Program Planners. Engagement, problem solving, connection to community resources, warm hand off if a transfer

needs to occur, and re-location assistance and support will be included in this scope of work as needed.

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

The program will assist a minimum of approximately 40 units/households annually with rapid rehousing. The expected case manager(s) to participant ratio is approx. 1:15 with a revolving capacity to assist approximately 15 households at a time. As more participants are added to the case load, more staff must be added to accommodate them if funds are available.

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

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

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

Prior to placement, contractor will provide:

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

After housing placement, contractor will provide:

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

Goals and Benchmarks

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

Benchmarks and Timeline:

1. Hire 100% of staff within 90 days of contract 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 contract execution.

4. Submit contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

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

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

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

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

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, as needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Aid/diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations, including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care

- e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
 12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
 13. Assist with program access prioritization, as needed
 14. Incorporate participant voice in programming decisions
 15. Maintain effective working relationships with contracted providers
 16. Attend training and community/systems meetings
 17. Provide or assist with creation of necessary participant/program forms
 18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
 19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
 20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

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

HST Reporting Responsibilities:

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

Agencies 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 HACC 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 59 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 59 households for Supportive Housing Case Management, Contractor will have their housing navigators begin to build up an SHCM caseload as households are navigated into permanent supportive housing until

their caseload reaches 25 households, at which point they will focus on providing SHCM retention services under the Supportive Housing Case Management Scope of Work.

At contract execution, service provider will initially employ 2.5 FTE Supportive Housing Case Managers who will support a total of 59 households. As housing navigators transition to Supportive Housing Case Management the benchmark will be adjusted as follows:

- Upon execution, Contractor will serve a total of 59 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 59 households in Supportive Housing Case Management.
- Then the second housing navigator FTE transitions to Supportive Housing Case Management, Contractor will serve a total of 59 households in Supportive Housing Case Management.

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

Case management services are dedicated to ensuring participants remain in permanent housing long-term through ongoing housing subsidy and support. Contractor must adhere to any and all HST policies/protocols for non-engagement, and graduation for situations in which case management services may be ended. Exits should be rare and in extreme situations or when people meet graduation requirements. Program case managers and leadership will work with HST SHCM program coordinator on housing retention, capacity building and training needs. Specific components of supportive housing case management include, but are not limited to:

- Intensive, relationship based, and trauma informed one-on-one case management focused on housing stabilization and lease compliance offered at least monthly (and in many cases, weekly). The need for support may be more intensive once people are housed and for the first six months after. Case management may be more intensive to support people with adjusting to housing and connecting with all needed benefits and resources. Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:
 - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
 - Work with participant to identify, develop, and maintain safe meaningful connections to their community/support network

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

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition.	HMIS
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 95% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 95% of households who exit to permanent 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 contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. I.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.

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

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

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

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

HST Benchmark and Timeline responsibilities

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

12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
13. Assist with program access prioritization, as needed
14. Incorporate participant voice in programming decisions
15. Maintain effective working relationships with contracted providers
16. Attend training and community/systems meetings
17. Provide or assist with creation of necessary participant/program forms
18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

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

HST Reporting Responsibilities:

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

Agencies 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

Budget		
Line Item Category	Narrative/Description	Funds Requested
Safety Off The Streets		
Personnel		
Personnel	0.05 FTE - Program Manager: Wages	\$ 5,904.00
	1.50 FTE - Shelter Aides: Wages	\$ 111,601.00
	Taxes and benefits	\$ 31,210.00
Personnel Subtotal:		\$ 148,715.00
Program Operations - Materials and Supplies		
Direct Overhead	IT, Professional services	\$ 13,131.00
Occupancy	Utilities, Janitorial, R&m, Insurance	\$ 18,327.00
Fleet	NHA shared fleet	\$ 1,706.00
Program Costs	Supplies, training, mileage, In-kind	\$ 22,531.00
Program Operations - Materials and Supplies Subtotal:		\$ 55,695.00
Client Services		
Hotel Vouchers	8 HH at a time 5% vacancy rate	\$ 359,000.00
Client Services Subtotal:		\$ 359,000.00
Indirect Administration		
Overhead/Admin	10% or Federally approved indirect rate	\$ 56,341.00
Total Indirect:		\$ 56,341.00
Service Component 1 Subtotal:		\$ 619,751.00
RRH		
Personnel		
Personnel	0.14 FTE - Program Director: Wages	\$ 23,406.00
	0.25 FTE - Program Manager: Wages	\$ 29,520.00
	0.25 FTE - Data Analyst: Wages	\$ 18,981.00
	0.50 FTE - Program Coordinator: Wages	\$ 48,469.00
	2.00 FTE - Case Managers: Wages	\$ 165,443.00
	Taxes and Benefits	\$ 94,841.00
Personnel Subtotal:		\$ 380,660.00
Program Operations - Materials and Supplies		
Deposits/Rental Assistance		\$ 104,500.00
Program Operations - Materials and Supplies Subtotal:		\$ 104,500.00
Client Services		
Navigation/Placement		\$ 15,176.00
Flex funds		\$ 53,770.00
Client Services Subtotal:		\$ 68,946.00
Indirect Administration		
Overhead/Admin	10% or Federally approved indirect rate	\$ 55,410.60
Total Indirect:		\$ 55,410.60
Service Component 2 Subtotal:		\$ 609,516.60
SHCM		

Personnel		
Personnel	0.14 FTE - Program Director: Wages	\$ 23,406.00
	0.25 FTE - Program Manager: Wages	\$ 29,520.00
	0.25 FTE - Data Analyst: Wages	\$ 18,981.00
	0.50 FTE - Program Coordinator: Wages	\$ 48,469.00
	2.50 FTE - Case Managers: Wages	\$ 206,804.00
	Taxes and Benefits	\$ 98,098.00
Personnel Subtotal:		\$ 425,278.00
Program Operations - Materials and Supplies		
Contracted Services	IT Services	\$ 9,270.00
Program supplies	Office supplies, phone, insurance	\$ 14,420.00
Program Operations - Materials and Supplies Subtotal:		\$ 23,690.00
Client Services		
Flex funds		\$ 129,238.00
Las Flores	Includes .5 FTE designated Case Manager. 9 HH at 12,000 per annum	\$ 108,000.00
Pathways		\$ 89,424.00
Client Services Subtotal:		\$ 326,662.00
Indirect Administration		
Overhead/Admin	10% or Federally approved indirect rate	\$ 77,563.00
Total Indirect:		\$ 77,563.00
Service Component 3 Subtotal:		\$ 853,193.00
Total Budget:		\$ 2,082,460.60