

August 10, 2023

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of Amendment #2 expanding the scope of work, extending the term, and increasing funding of a personal services contract with The Father’s Heart Street Ministry for emergency shelter, housing navigation, and placement services. Amendment value is \$2,779,692 for one year. Contract value is increased to \$3,279,862 for two years. Funding is through \$2,397,276 of Supportive Housing Services funds and \$382,425 of County General Funds.

Previous Board Action/Review	August 18, 2022 – 20220818 II.A – Original Contract Approved July 26, 2023 – Amendment #1 time only extension executed by the Health Housing and Human Services Department August 8, 2023 – Item 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) 332-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #2 to Contract #10702 with The Father’s Heart Street Ministry (TFHSM) for emergency shelter, housing navigation, and placement, supportive housing case management and connections to stable housing services, along with organizational capacity building. The Amendment expands the scope of work TFHSM will provide, extends the contract term, and increases the value of the contract by \$2,779,692.

HCDD recently procured supportive housing case management and connections to stable housing, for which TFHSM was selected. Since TFHSM was previously contracted to provide emergency shelter and housing navigation and placement, the newly awarded services are being incorporated into their existing contract through Amendment #2. In addition to the new services, Amendment #2 increases emergency shelter and housing navigation and placement program capacity and provides additional funding for TFHSM to continue building its organizational ability to support expanded services. Amendment #2 adds one year of funding for these services and extends the contract term to June 30, 2024.

TFHSM will provide support services for 52 hotel/motel emergency shelter units and expanded housing navigation and placement for at least 50 households at a time, placing approximately 150 households into permanent supportive housing per year.

This Amendment will also provide for implementing two new programs: Connections to Stable Housing (CSH)

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and Supportive Housing Case Management (SHCM). CSH will serve no less than 30 households annually with rapid rehousing services (housing search assistance, short-term rental assistance, and case management) and will assist households in rural Clackamas County that are on the edge of homelessness or have recently become homeless. SHCM will provide supportive services to no less than 100 households in permanent housing to ensure they have the support to remain stably housed.

Funding for this Amendment is provided through \$2,397,276 of Supportive Housing Services Funds and \$382,425 of County General Funds. The County General Funds are allocated to support services outside of the Urban Growth Boundary in rural Clackamas County.

RECOMMENDATION: Staff recommends the Board approve Amendment #2 to Contract #10702 with TFHSM for providing shelter, navigation/placement services, supportive housing case management, and CSH programming for Clackamas County residents experiencing homelessness.

Respectfully submitted,



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

**AMENDMENT #2
TO THE CONTRACT DOCUMENTS WITH
THE FATHERS HEART STREET MINISTRY
Contract #10702**

This Amendment #2 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 or about August 8, 2022 ("Contract"). This Amendment #2 is effective upon execution by both parties.

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

This Contract is effective until **June 30, 2024**. The Contract may be extended, upon execution of one or more written amendments by both parties, for up to three (3) one-year terms. By execution of this Amendment #2, the parties are exercising the first one-year extension.

Prior to consideration of any additional optional renewal, the County will provide Contractor with an allocation amount of funds County has determined are available for the one-year renewal term. Upon receipt of the allocation amount, the Contractor will submit a proposed annual budget to the County based on that amount. The County may either agree to the proposed annual budget and exercise the renewal, negotiate with Contractor to use a different proposed annual budget or reject the proposed annual budget and decline to renew the Contract.

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

Contractor will perform additional services as part of the Work. The additional services, together with existing Work, are set forth in the revised Scope of Work, attached hereto as Exhibit A to this Amendment #2 and incorporated by this reference herein.

County and Contractor acknowledge that Contractor performed the Work before execution of this Amendment #2. By execution of this Amendment #2, the County hereby approves and ratifies Work performed in accordance with the terms of the Contract. All previously performed Work is and remains subject to the terms and conditions of the Contract. The County reserves all rights, remedies, claims, and causes of action it may have with respect to previously performed Work.

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

In consideration for Contractor performing Work, as amended by this Amendment #2, County will pay Contractor an amount not to exceed \$2,779,692 for the remaining term of this Contract. County will pay a portion of the \$2,779,692 as a flat fee in the amount of \$199,483, to be paid within thirty (30) days of execution of this Amendment #2. The flat fee of \$199,483 may be used by Contractor for eligible capacity building work, including, but not limited to:

- Development and implementation of operational, human resources, and fiscal management governance systems;
- Development and implementation of systems for evaluating the effectiveness of business processes and services;
- Development and implementation of equity practices consistent with County's Guiding Principles and Expectations; and
- Development and implementation of strategic planning, staff development, and other competencies, strategies, systems, and structures that will ensure the ability of Contractor to perform the Work.

Within one year from the effective date of this Amendment #2, Contractor shall provide County written documentation demonstrating successful expansion of Contractor's capacity to perform the Work.

Other than the flat fee payment of \$199,483, consideration is on a reimbursement basis in accordance with the revised budget attached hereto as Exhibit C to this Amendment #2 and incorporated by this reference.

The total Contract amount shall not exceed \$3,279,692.

Contractor understands and agrees that the County’s obligation to pay Contractor for performing the Work under this Contract is expressly contingent upon the County receiving sufficient funds, as determined by the County in its sole administrative discretion, from the Metro Regional Government (“Metro”) under the supportive housing services program tax, as approved as ballot measure 26-210.

ORIGINAL CONTRACT	\$ 500,170
AMENDMENT#1	\$ Time Extention
AMENDMENT#2	\$ 2,779,692
TOTAL AMENDED CONTRACT	\$ 3,279,862

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

The Father’s Heart Street Ministry

Clackamas County

Marty Gant 7/25/23
 Authorized Signature Date

 Tootie Smith, Clackamas County Board Chair

Marty Gant
 Name / Title (Printed)
President

 Date

Approved as to form:

[Signature] 08/02/2023
 Date:

EXHIBIT A
PERSONAL SERVICES CONTRACT
AMENDED SCOPE OF WORK

Shelter Services

Insert specifics of contractor such as full name and acronym, details of contractor services or history, other pertinent information.

Contractor will provide supportive services to households staying in **52** hotel/motel-based emergency shelter units. The Program is a non-congregate shelter model, utilizing **52** hotels/motel rooms paid for by Clackamas County. Contractor's shelter model will incorporate access to resources, reduction of housing barriers, partnering with housing and community agencies, and connecting participants to mainstream services and transitional and permanent housing. Contractor will participate in or facilitate "warm hand off" of housing navigation and/or rental assistance resources.

This program will work with the HST Outreach and Engagement and Safety off the Streets (O&E/SoS), Navigation (NAV), and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand-offs to services, and re-location assistance and support as needed.

Referrals for this program will come from Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff. Shelter beds must be prioritized for the people with the highest safety and health vulnerabilities (and their household members). Contractor will work with the HST to establish and/or approve prioritization policies. These services will be restricted to within the Metro jurisdictional boundary.

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

The shelter program will be time-limited, working toward a goal of moving participants to safe, stable permanent housing resources within an average of 45 days from move-in. While 45 days is the goal, it is not a time limit. Families will be provided with the option to sleep together; families will not be separated unless they choose to sleep separately. Children residing in shelter will receive assistance attending former or neighborhood 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. The HST will facilitate connections, as needed.

Contractor will provide shelter support services including availability of staffing support to individuals and households residing in one or more hotel-based non congregate shelters. Clackamas County contracts directly with hotels located in or near Clackamas County to provide emergency shelter for eligible individuals. Clackamas County will be responsible for directly paying for hotel rooms via county contracts. Contracted hotel locations are within Clackamas County. Contractor must provide connections to housing navigation and supportive housing case management services, rental assistance resources, and complete both Supportive Housing Services and Coordinated Housing Access screening.

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

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

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

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

- Direct staff support for securing food, transportation, and other basic services for households in 52 non congregate shelter units.
- Shelter intake/CHA assessment completion
- Housing First aid/shelter diversion
- Work with each participant to obtain appropriate documents to access housing, employment, and other needed services, considering the needs of immigrant populations.
- Individualized resource referral and connection, including mental and physical health, as needed.
- Provide at minimum weekly check-ins with households residing in the hotel and motel-based shelter. More frequent if possible, to ensure safety of participants staying in program.
- Interface with hotel owners during occupancy to resolve any misunderstandings or disagreements between owners and occupants. Contact HST staff for additional facilitation or support.
- In partnership with navigation contractors, assist in addressing housing barriers, needs, and preferences of participants. Including completion, submission, and tracking of housing documents or applications.
- Develop a process in coordination with HST, to follow up with households exiting shelter programs to homelessness. Assure adequate connections to services after program exit.
- Support participants in self-advocacy efforts and identify opportunities to add participant voice to policy discussions

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

- Staffing minimums at hotel sites, at least 1 staff available at each site. With information on after hours contact options clearly visible to participants.
- Open shelter beds must be accessible on weekends and holidays.
- Comply with all relevant health, fire and life safety codes from the local fire marshal and the jurisdiction with permitting authority.
- Have rules to ensure a safe environment for all staff and clients. These rules must be in plain language and as streamlined as possible. See program coordinator for additional policy support.
- Shelters may not categorically exclude persons fleeing domestic violence.
- Contractor will document and certify eligibility of each adult household member as either Population A or Population B, in accordance with Exhibit F.
- May not require shelter guests to be clean and sober or pass urinalysis or breath testing. However, shelters may have rules disallowing alcohol or drug possession or use on shelter premises. Additionally, shelters must incorporate harm reduction into their service delivery.
- Actively participate in trainings, coordination, case conferencing and other meetings as required by HST.
- All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines, attached hereto as Exhibit G and incorporated by this reference herein.

Outreach and Engagement Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements	HMIS
Housing First Aid/Diversion	At least 10% of those referred to or seeking shelter are provided with Housing First Aid to find other safe, temporary shelter or long-term options, diverting them from entering the shelter.	HMIS
Optimal Occupancy	At least 95% occupancy, based on capacity of hotels and/or motels paid for by the County and used for emergency shelter.	HMIS/Client rosters
Effective Services	Average length of program participation below 90 days, with a goal to reduce to 45 days.	HMIS
	Average time from entry to connection to housing resource within 30 days.	HMIS
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with contractor	HMIS

Benchmarks and timeline

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

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

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

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

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

HST Benchmark and Timeline responsibilities

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

20. Coordinate with Contractor to participate in by-name-list case conferencing meetings
21. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the contract
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include the following data categories:
 - a. HMIS data quality: % missing
 - b. Participant demographic data, including race and ethnicity
 - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Percent of households provided Housing 1st aid and diverted from shelter services
 - ii. Bed/Unit utilization average percentage
 - iii. Average length of program participation
 - iv. Rate of exit from shelter to permanent housing
 - v. Rate of permanent housing maintenance, using current follow up reports
 - e. Narrative responses to questions
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (Consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets
5. Conduct post-program-exit follow-up assessments at 6- and 12-months post-exit
 - a. Enter the results into HMIS
6. Prepare an annual participant feedback report
7. Submit to monitoring for contract compliance

HST reporting responsibilities

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

Housing Navigation & Placement Program Design

Contractor shall provide a housing navigation and placement program. This program will assist households with moving into permanent housing within the Metro jurisdictional boundaries and provide a warm hand-off to a supportive housing case manager assigned to each household. Agencies with capacity can provide both navigation, placement, and supportive housing case management to ensure continuity of care. This program will maintain a navigator to participant ratio of 1:10 at all times. The program will provide **5 FTE’s with a revolving capacity to assist approximately 50 households at a time**. Contractor must report revolving capacity at least monthly to the HST Navigation Program Coordinator.

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

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

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

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

Housing navigation and placement must include the following:

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

Housing Navigation & Placement Program Goals and Benchmarks:

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	HMIS
Housing Navigation	House at least 85% of households matched with the program within 120 days of receiving a housing subsidy; house at least 60% within 90 days.	HMIS
Capacity	Maintain 90% capacity at all times starting 90 days post contract execution.	HMIS and Matching Report
System Efficiency	Utilize RLRA extensions for fewer than 20% of clients.	Yardi

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

Timeline:

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

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

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

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

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

Reporting Requirements

Contractor reporting responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the contract.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing
 - b. Participant demographic data, including race and ethnicity
 - i. When possible, data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Number of households served
 - ii. Average length of time searching for housing
 - iii. Average flexible spending cost per household served
 - iv. Average length of Homelessness across households served
 - v. Number of households exited with a permanent housing placement
 - vi. Percent of households requesting an RLRA extension
 - e. Narrative responses to questions
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets
5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit
 - i. Enter the results into HMIS
6. Prepare an annual participant feedback report
7. Submit to monitoring for contract compliance

HST reporting responsibilities:

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

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.

This program will work with the HST Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand-offs to services, and re-location assistance and support as needed.

All referrals to SHCM will come from the by-name list and through Coordinated Housing Access (CHA) system. Programs receive referrals through the matching process. When the program receives referrals, each new referral will be contacted via all known contact points. Those referrals coming from housing navigation services will receive a warm hand-off (see warm hand off guidance) into this SHCM program.

Subject to availability of funds, as determined by Clackamas County’s Housing Services Team (HST) in its sole administrative discretion, HACC will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program. HST will provide coordination to support smooth transitions between housing navigation/placement and supportive housing case management.

The program will assist no less than 100 households with supportive housing case management. The expected case manager to participant ratio is approx. 1:25. As more participants are added to the case load, more staff must be added to accommodate them.

Case management services are dedicated to ensuring participants remain in permanent housing long-term either through ongoing housing subsidy and support or by “graduating” from rental subsidy and/or intensive case management. 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 most cases, weekly)
- Highly flexible services tailored to meet the needs of each household must be offered; services must be offered based upon the individual’s needs and desires
- These services must include, but are not limited to:
 - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
 - Create a housing stability action plan and housing goals for each household, including wraparound services, which are determined by participants and focused on housing success.
 - Evaluate progress, as defined by the participant, and adjust plan as needed
 - Ensure each participant has a monthly plan to pay their portion of the rent/utilities; money management support
 - Assistance responding to RLRA requirements including inspections and paperwork completion
 - Act as a landlord contact and assist in landlord relationship development
 - Education on tenant and landlord rights and responsibilities
 - Regular communication with the tenant and property management
 - Early intervention and support to address issues that could jeopardize housing stability
 - Problem solving and crisis management
 - Connection to independent living supports and/or provision of life skills training, as needed
 - Support with connecting to all eligible mainstream benefits.
 - Connections to education and employment opportunities
 - Assistance, or connections to assistance, with applying for SSI/SSDI, using the SOAR model, and other benefits, when appropriate.
 - Appropriate use of flexible funding to support housing stability and wellness goals
 - Assistance with house cleaning and unit maintenance as needed to ensure lease compliance
 - Coordination and connections with other supportive services as needed
 - Plan to “graduate” from housing subsidy and/or intensive housing case management services, as

appropriate using moving on policy.

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	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

Benchmarks and Timeline:

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

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

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

- 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, including sharing examples among Contracted providers
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data
5. Provide HMIS access, training, and support
6. Provide connections to CHA and Housing First Aid/diversion training
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
9. Connect all contracted programs with the overall system of services for people experiencing homelessness
10. Support both formal and informal partnerships between provider organizations, including those newly formed
11. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing

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

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the contract.
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing
 - b. Participant demographic data, including race and ethnicity
 - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Number of households served
 - ii. Bed/Unit utilization
 - iii. Rates of increased income and benefits
 - iv. Rates of Permanent Housing
 1. Maintenance of housing in program
 2. Exits to other permanent housing
 3. Relocations within program to another PH unit
 4. Post-exit follow-up PH retention rates
 - v. Average cost per household served annually
 - e. Narrative responses to questions
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets
5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit
 - a. Enter the results into HMIS
6. Prepare an annual participant feedback report
7. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

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

Connections to Stable Housing Scope

Contractor shall provide a housing navigation, placement, and rapid rehousing (RRH) program. This program includes navigation, placement, rental assistance, and supportive services to help households move from temporary housing or homelessness to permanent housing. Housing types 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. Services should align with the Housing First model (see Attachment D).

All referrals to housing navigation, placement, and rapid rehousing will come from the by-name list and/or through the Coordinated Housing Access (CHA) line. Housing First Aid/diversion must be meaningfully attempted with each household before providing prevention, re-location assistance, or homeless placement services. When the program receives referrals, each new referral will be contacted via all known contact points within five (5) business days to assess current eligibility and interest in this program.

The program will assist a minimum of approximately 30 households annually with rapid rehousing. Throughout the entirety of services, case managers will act as the landlord contact and assist in landlord relationship development. 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.

Because relocation and housing navigation assistance are core components of this type of program, flex funds will include necessary categories to support housing search and placement.

Housing Navigation and Placement services are tailored to meet each household’s specific needs and must include, but are not limited to:

- 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, 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.

Once housed, services are tailored to meet each household’s specific needs and typically include a combination of one or more of the following:

- Regular check-ins with households (offered at least monthly, typically more frequently in the first months following placement)
- Mediation between the landlord and resident
- 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

In addition to the obligations set forth above, Contractor shall perform the following

1. Incorporate and adhere to the guiding principles and expectations set forth in Exhibit B - Guiding Principles and Expectations
2. Develop internal program policies and procedures manual

Goals and Benchmarks

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	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:

Contractor Benchmark and Timeline Responsibilities:

1. Hire and have 100% of contracted staff on board within 90 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. Program staff to complete Housing First Aid/Diversion training within 180 days of contract execution
4. Submit agency program manual and policies within 180 days of contract execution
5. Staff will participate in all applicable case conferencing meetings, as directed by HST staff, within 30 days of being hired

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

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

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

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the contract
2. Complete narrative sections of semi-annual “progress reports” within 30 days of receipt
3. Semi-annual “progress reports” will include, at a minimum, but not limited to the following data categories:
 - a. HMIS data quality: % missing
 - b. Participant demographic data, including race and ethnicity
 - i. All data points listed below will include a breakdown of demographic characteristics related to race and ethnicity
 - c. Average cost per household served (successfully and total)
 - d. Program-specific elements
 - i. Number of youth households served
 - ii. Bed/Unit utilization
 - iii. Rates of increased income and benefits
 - iv. Rates of RRH
 1. Maintenance of housing in program
 2. Exits to other RRH
 3. Average length of program participation
 4. Rate of exit from RRH to permanent housing

- v. Average cost per household served annually
- e. Narrative responses to questions that align with the Guiding Principles and Expectations
 - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (consider including participant success stories)
 - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
 - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
 - iv. Has your agency made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
- 4. Work with HST to continually improve on performance targets
- 5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit
 - a. Enter the results into HMIS
- 6. Prepare an annual participant feedback report
- 7. Submit to monitoring for contract compliance

HST Reporting Responsibilities:

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

**EXHIBIT C
PERSONAL SERVICES CONTRACT
BUDGET FY23-24**

Budget	
Line Item Category	Funds Requested
Safety off the Streets - 400705 - Supportive Housing Services	
Personnel	
Personnel Subtotal:	\$ 727,347.00
Program Operations - Materials and Supplies	
Program Operations - Materials and Supplies Subtotal:	\$ 26,064.00
Client Services	
Client Services Subtotal:	\$ 50,000.00
Indirect Administration	
Indirect Subtotal:	\$ 80,341.10
Safety off the Streets Subtotal:	\$ 883,752.10
Housing Navigation/Placement - 400706 - Supportive Housing Services	
Personnel	
Personnel Subtotal:	\$ 185,625.00
Program Operations - Materials and Supplies	
Program Operations - Materials and Supplies Subtotal:	\$ 8,172.00
Client Services	
Client Services Subtotal:	\$ 150,000.00
Indirect Administration	
Indirect Subtotal:	\$ 34,379.70
Housing Navigation/Placement Subtotal:	\$ 378,176.70
Capacity Building - 400702 - Supportive Housing Services	
Capacity Building Subtotal:	\$ 504,550.07
Indirect Administration	
Indirect Subtotal:	\$ 30,506.80
Capacity Building Subtotal:	\$ 535,056.87
Supportive Housing Case Management - 400707 - Supportive Housing Services	
Personnel	
Personnel Subtotal:	\$ 264,000.00
Program Operations - Materials and Supplies	
Program Operations - Materials and Supplies Subtotal:	\$ 38,976.00
Client Services	
Client Services Subtotal:	\$ 100,000.00
Indirect Administration	
Indirect Subtotal:	\$ 40,297.60
Supportive Housing Case Management Subtotal:	\$ 443,273.60
Rapid Rehousing - 400706 - County General Fund	
Personnel	
Personnel Subtotal:	\$ 143,000.00
Program Operations - Materials and Supplies	
Program Operations - Materials and Supplies Subtotal:	\$ 22,916.00
Client Services	
Client Services Subtotal:	\$ 155,000.00
Indirect Administration	
Indirect Subtotal:	\$ 32,091.60
Rapid Rehousing Subtotal:	\$ 353,007.60
Total Budget:	\$ 2,593,266.87