



HOUSING AND COMMUNITY DEVELOPMENT DIVISION

Notice of Funding Opportunity # 202301

FOR

SUPPORTIVE SERVICES RESOURCE CENTER

BOARD OF COUNTY COMMISSIONERS

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Gary Schmidt
County Administrator

Vahid Brown
Deputy Director, Housing and Community Development

CLOSING DATE, TIME AND LOCATION

DATE: September 28, 2023

TIME: 2:00 PM, Pacific Time

PLACE: <https://bidlocker.us/a/clackamascounty/BidLocker>

SCHEDULE

Notice of Funding Opportunity Issued.....August 28, 2023

Virtual Proposal Meeting.....September 11, 2023, 1:00PM -2:00 PM, Pacific
<https://clackamascounty.zoom.us/j/81551326121?pwd=aEVpNS8rTHdXRVIpWUE3UE1GSTVNZz09>

Deadline to Submit Clarifying Questions.....September 12, 2023, 5:00 PM, Pacific Time

First review of submissions.....September 18, 2023, 2:00 PM, Pacific Time

Final review of submissions.....September 28, 2023, 2:00PM, Pacific Time

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SECTION 1 NOTICE OF FUNDING OPPORTUNITY

Notice is hereby given that Clackamas County, through its Board of County Commissioners and the Housing and Community Development Division (“HCDD”) of the Health, Housing & Human Services Department, will receive Proposals per specifications until **2:00 PM, September 28, 2023** (“Closing”), for the acquisition, construction, and operations of Homeless Resource/Navigation Service Center(s). Note, HCDD will conduct a first round of reviews on September 18, 2023. No Proposals will be received or considered after September 28, 2023 at 2:00PM.

Location of documents: OregonBuys

Documents can be downloaded from the state of Oregon procurement website (“OregonBuys”) at the following address <https://oregonbuys.gov/bsa/view/login/login.xhtml>, Document No. S-C01010-00007964.

Prospective Proposers will need to sign in to download the information and that information will be accumulated for a Plan Holder's List. Prospective Proposers are responsible for obtaining any Addenda, clarifying questions, and Notices of Award from OregonBuys.

Submitting Proposals: Bid Locker

Proposals will only be accepted electronically thru a secure online bid submission service, **Bid Locker**. *Email submissions to Clackamas County email addresses will no longer be accepted.*

- A. Completed proposal documents must arrive electronically via Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.
- B. Bid Locker will electronically document the date and time of all submissions. Completed documents must arrive by the deadline indicated in Section 1 or as modified by Addendum. LATE PROPOSALS WILL NOT BE ACCEPTED.
- C. Proposers must register and create a profile for their business with Bid Locker to submit for this project. It is free to register for Bid Locker.
- D. Proposers with further questions concerning Bid Locker may review the Vendor’s Guide located at <https://www.clackamas.us/how-to-bid-on-county-projects> .

Contact Information

Process and Technical Questions: Jaymi Stark, Jstark@clackamas.us

Clackamas County encourages proposals from Minority, Women, Veteran and Emerging Small Businesses.

Per the Civil Rights Act of 1964, no person shall, on the basis of race, color, or national origin, be excluded from participation, be denied the benefits of, or be subjected to discrimination under any County program, service or activity

Non-Mandatory Pre-Proposal Meeting:

A non-mandatory pre-proposal meeting will be conducted on Monday, September 11, 2023, at 1:00 PM, Pacific Time. Join Zoom Meeting via the following link:

<https://clackamascounty.zoom.us/j/81551326121?pwd=aEVpNS8rTHdXRVIpWUE3UE1GSTVNZz09>

SECTION 2 INSTRUCTIONS FOR SUBMITTALS

2.1 Purpose and Award:

The purpose of this Notice of Funding Opportunity is to partner with multiple vendors for the acquisition, construction, and operations of Homeless Resource/Navigation Service Center(s). The intent of this NOFO is to award one or more contracts to allocate funding for Homeless Resource/Navigation Services Center capital infrastructure. The County reserves the right to award one, multiple, or no contracts as a result of this solicitation.

2.2 Submission Due Dates:

The first round of submittal review will take place on **September 18, 2023**, however the county will keep this opportunity open until **September 28, 2023** to allow for as many submissions as possible. The County reserves the right to close this funding opportunity at any time and issue awards as it sees fit.

2.3 Questions and Comments:

Any respondent requiring clarification of the information must submit specific questions or comments to the NOFO contact via email. **The deadline for submitting such questions is 4:00p.m. on September 13, 2023.** If in HCDD's opinion, additional information or interpretation is necessary; such information will be supplied in the form of an Addendum through email to the same contact as identified on the registration form. Such addenda shall have the same binding effect as though contained in the main body of the Request for Proposals. Oral instructions given to prospective respondents by HCDD employees or its agents shall not bind HCDD. All Addenda shall be issued by HCDD not less than three (3) calendar days prior to the submission deadline.

2.4 All questions should be submitted in writing, by email to:

Jaymi Stark

Email: Jstark@clackmas.us

SECTION 3 SCOPE OF WORK

3.1. INTRODUCTION

The Housing & Community Development Division of the Health, Housing & Human Services Department seeks to partner with community-based organizations, developers, or other qualified applicants in acquiring and/or constructing property for use in providing resources and navigation services to individuals experiencing or at risk of experiencing homelessness. This opportunity is for funding to support acquisition, construction, and/or rehabilitation, expansion, or other physical improvements to new or existing property.

Note: All property acquisition must adhere to the Federal Uniform Relocation Act (“URA”) laws and requirements. If an agency selects acquisition as an activity, they must work directly with HCDD in this process.

Clackamas County’s Supportive Housing Services (“SHS”) Local Implementation Plan includes “enhanced system navigation services” as a system-wide investment priority. In furtherance of this priority, Clackamas County through this funding opportunity, seeks prospective developers and community partners to help create site-based resource centers that will assist individuals and families in navigating the array of safety-net programs and connecting them directly with housing, supportive services, and public benefits.

3.2 BACKGROUND

Clackamas County has launched an ambitious strategy to build a countywide system of care to address and prevent homelessness through services and supports that lead to housing stability and equitable outcomes. This work, in part, is funded through resources from the regional Supportive Housing Services ballot measure that was passed by voters in the tri-county metro region in May 2020. The measure authorizes a new regional tax that will generate revenue for implementation of the SHS program from July 2021 through December 2030, with the potential for extension through voter renewal.

Clackamas County’s SHS Local Implementation Plan identified system navigation and access coordination as a priority investment area. Consistent with this stated priority, Clackamas County seeks to support community partners in the siting of service-enriched resource centers: access points to the diverse array of programs and services that enable households experiencing or at risk of experiencing homelessness to successfully end their homelessness and thrive. Resource centers are safe, welcoming, and supportive spaces where people can be connected with permanent housing opportunities; can access supportive services to address housing barriers, including addiction and recovery services, physical and behavioral health services, and employment services; and can enroll in public benefits. When operating as navigation centers, they may also offer immediate access to safety off the streets and overnight shelter. As service access points, resource centers often provide space for a variety of community based organizations that provide these services to enroll program participants, meet with clients, and/or directly deliver programs and services.

3.3. GUIDING PRINCIPLES AND EXPECTATIONS

Equity:

The Supportive Housing Services program promotes racial and ethnic justice and seeks to end disparities in housing access. HCDD recognizes that culturally responsive and culturally specific services eliminate structural barriers and provide a sense of safety and belonging, which will lead to better outcomes. HCDD recognizes that advancing equity also includes having cultural competencies to provide services to other historically marginalized communities such as LGBTQ2SIA+, youth, people with disabilities, and immigrants and refugees.

To further equity goals, providers must show they have or can develop/implement the following:

- A plan to ensure culturally responsive service delivery that is respectful of all participants.
- A plan assuring access to services for people who do not speak the primary language of the service provider.
- A process to work with HCDD to continuously monitor the demographics of those accessing services using the HMIS (or an HMIS comparable database for domestic violence service providers).
- A quality improvement plan, informed by quantitative and qualitative data analysis, to address evidence of differential access, based on race, ethnicity, disability, gender identity, sexual orientation or other protected class status
- Ensure that staff and volunteers have knowledge and experience to participate in the effort to increase equity and decrease housing disparities
- Ensure that staff and volunteers have access to Equity and Inclusion training on an on-going basis

Outcomes:

HCDD aims to make homelessness rare, short, and not reoccurring for all who live in Clackamas County. Programs must work in coordination to ensure housing options are safe, stable, and provide housing choice to meet the needs of each individual. The work of ending racial disparities in housing and ending homelessness is one and the same.

In addition to ending homelessness, Metro-wide outcome goals of the SHS program include:

- Advance housing equity by providing access to services and housing to Black, Indigenous and people of color at higher rates than their representation among those experiencing homelessness.
- House individuals and families, and support housing retention, at greater rates than those newly experiencing homelessness, to reduce the overall population of people experiencing homelessness.
- Reduce the average length of time anyone in Clackamas County experiences homelessness until people are offered housing options immediately upon becoming homeless.
- Strengthen housing retention so that, once stably housed, returns to the experience of homelessness are extremely rare.

- Housing programs promote long-term stability, measured by successful program “graduation” to permanent housing and/or housing retention.
- Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.
- SHS-funded organizations increase equity by hiring a staff that is diverse by race, ethnicity, languages spoken, sexual orientation, gender identity, disability status, age, and lived experience.
- Increase safety, stability and healing for everyone who has experienced homelessness using person-centered, trauma-informed service approaches and connections with mental and physical healthcare.
- Other outcomes and measures, as determined by Metro, Tri-County data team, and/or Clackamas County community of service providers, will be added.

Coordination:

Partnership and coordination are key components to ending homelessness. A coordinated system makes finding resources easy for potential program participants and allows the entire system to work more smoothly. When done well, a holistic, coordinated approach improves performance system-wide.

The following are effective coordination principles and practices. When followed, they ensure system-wide coordination:

- Coordinated Housing Access (CHA) must be utilized to effectively coordinate all housing services. It must be easily accessible and allow participants to complete a single assessment to access all services in the housing continuum
- Demonstrated partnerships, at all levels of programming, between programs and organizations. Partnerships can be demonstrated through formal contracts, MOUs, system-wide planning participation, and providing infrastructure programming in a coordinated way (including outreach, housing navigation, CHA, and diversion)
- Build connections and coordinate with multiple systems of care (i.e., housing, workforce, education, foster care, DHS, domestic violence, community justice, health, mental health and addictions) to build a community of resources, easily accessible to all
- Strengthen system capacity by supporting CHA, diversion, outreach and navigation
- Participate in coordinated system development and implementation, including identifying, addressing, and following-up on unmet needs, gaps in services, and system barriers

Services:

All services focus on building relationships and service engagement through person-centered, culturally responsive, trauma-informed, strengths-based practices. Services should align with Housing First principles (see Attachment D – Definitions). The purpose of these relationships is to support each household to achieve housing stability through individualized planning and connections with community resources.

To further these services goals, the following proven practices must be followed:

- All services are low barrier, not requiring pre-requisites to become eligible for services or housing

- Diversion is attempted at every program “door,” including all immediate housing programs and permanent housing programs, when appropriate
- Families will be provided with the option to sleep/stay together; Families will not be separated unless they choose to sleep/stay separately
- Vulnerable populations are prioritized. Vulnerable populations include those with long homeless histories, incomes below 30% AMI, and one or more disabilities
- Due to a long history of systemic racism, oppression, and everyday micro and macro-aggressions, Black, Indigenous, and People of Color are also more vulnerable to the experience of homelessness
- Services are voluntary, non-intrusive, and provide minimal disruption to meet the expressed needs and desires of the participant
- Services are highly flexible and tailored to meet the needs of each household

Participant Voice:

Each individual is the expert in their own life. To build the best system, people with lived experience of homelessness must help to shape the services designed to end homelessness.

The following guidelines should be incorporated into all programs:

- Participants lead development of their own individual service plans
- Ensure that all services are voluntary and that no participant is required to participate in a particular activity in order to receive services
- Integrate participants (or those who choose not to participate) in decision-making at every level, including program/service development, delivery, and evaluation
- People with lived experience, who participate in decision-making and program development, should be paid for their time
- Have written procedures and policies, as well as an accessible and transparent grievance process, that ensure staff and volunteers provide respectful and effective services

System-wide Service Delivery Expectations:

Contractor shall perform the following:

- Participate in the HMIS or, for domestic violence service providers, an HMIS comparable database
- Provide services purchased as a result of this Program Offer free of charge to participants or utilizing a pre-approved sliding scale fee
- Include sustainable, environmentally friendly practices in business operations and the delivery of services (for example, providing onsite recycling, and encouraging reduction of waste through electronic records whenever possible)
- Confidential information must be protected in compliance with applicable federal, state, and local privacy rules
- Maintain an effective working relationship. HCDD will have formal relationships with service providers through contracts, and will also expect contractors to maintain ongoing communication with the Supportive Housing Services Team about programs and performance, and to engage in community planning and training opportunities
- All services must be delivered in a wholly secular manner, and programs may not require participation in religious activities for program eligibility purposes

- Have a written termination and/or exclusion policy that appropriately protects the interests of participants by: (1) applying a trauma and equity lens to evaluating rule violations; (2) imposing sanctions short of termination whenever reasonably possible; (3) informing the participant in clear terms of the reason for their termination and/or exclusion from the program; and (4) outlines the process for grieving the decision. Except in the most extreme situations, termination and exclusion policies should allow for re-entry into the program under appropriate conditions
- Ensure that staff and volunteers have access to continuing education opportunities
- Attend training and community/system networking meetings as reasonably required by HCDD

3.4. SCOPE OF WORK

3.4.1. Scope:

Program Description:

This NOFO makes funding available for the acquisition, construction, and/or rehabilitation, expansion or other physical improvements to new or existing property for use as Resource/Navigation Service Center(s) (“Project(s)”). Applicants with access to property may use the full award towards the purchase, design, development, and/or construction of Projects. This NOFO is not intended to fund the entire capital budget of any planned Project. The county reserves the right to provide additional funding, as determined by the County at its sole discretion, for gaps that may occur during the project timeline that would prevent a project from completion.

Based on restrictions associated with available funding, the primary focus of this NOFO is for Projects that are located within Clackamas County’s Metro Service District, although Projects in the remaining areas of Clackamas County, including rural areas, will also be considered. The proposed Projects must be dedicated for long-term use as Resource/Navigation Service Center(s) for people experiencing or at risk of experiencing homelessness, for a period of no less than 15 years (“Minimum Use Period”). The Projects can be designed to support a variety of resource center models and program types, including day centers and navigation centers. Specific characteristics of these models include:

1. Day Centers

Site-based access points of connection to housing and supportive services, with on-site staff, open during daytime business hours and welcoming to walk-in participants. Services offered may include but are not limited to:

- Enrollment in the County’s By-name List of people experiencing homeless; Coordinated Housing Access assessment.
- Assistance in applying for housing, housing assistance, and overcoming barriers to permanent housing.
- Services and referrals to address addiction.
- Case management.
- Behavioral and physical health referrals and services.

- Assistance acquiring identification cards, Social Security Income, Supplemental Security Income, Social Security Disability Insurance, Medicaid enrollment, Veterans Benefits, DD214 documents, birth certificates, unemployment or Temporary Assistance to Needy Families benefits, and Oregon Trail benefits.
- Employment support, job skills development, and education resources.
- Trauma-informed peer to peer counseling.
- Space for temporary storage of personal belongings.
- Clothing, hygiene items, sleeping material, and other basic needs supplies.
- Daily meals.

2. Navigation Centers

Per the Oregon State Legislature (2021 Oregon Housing Bill 2006), navigation centers are defined as being open seven days a week, providing immediate on-site access to safety off the streets (i.e., emergency shelter), and connecting individuals and families with health services, permanent housing, and public benefits. Navigation centers may provide the same suite of services as day centers with the specific difference of also offering overnight sheltering and seven day-a-week operation.

3. Resource Centers

Sites with the suite of services listed under day centers and have some, but not all, of the characteristics of navigation centers. For example, a resource center providing daytime access to services that is not open seven days a week but maintains space in its facility for some safety off the streets programming, such as severe weather shelter or short-term crisis housing for people fleeing domestic or sexual violence.

Minimum Requirements

Project requirements for funding eligibility and allowable use of funds:

- Longevity. Applicant intends to maintain site control and operate the property as a resource center for at least the Minimum Use Period.
- Location Requirements. Site must be located within Clackamas County and have reasonable access to transportation options, meet all permitting and zoning requirements, and obtain approval from relevant local government(s).
- Property Owner Obligations. Property owner will be responsible for the building shell and major building systems, long-term asset preservation and capital needs planning and oversight, and management of all structures or buildings on the site. A contract may be established for the daily management, operations, and basic maintenance of the property.
- Partnership. Funding through this NOFO requires full partnership with Health, Housing & Human Services and its Housing & Community Development Division

in the site design process, selecting service providers, and programming. The partnership will be established through contract(s) outlining partner roles and responsibilities.

- Community Engagement. A community engagement process will be required to provide opportunities for the local community to be seen and heard and ensure resource center programming meets the needs of the community.

Eligible Costs include, but are not limited to:

1. Design, architectural, and engineering work
2. Building permits and fees
3. Archeological and historical review
4. Construction labor and materials
5. Demolition/site preparation
6. Information technology infrastructure (wiring and cables)
7. Real property when purchased specifically for the project, and associated costs
8. Landscaping

Selection Process

Applications

Eligible applicants are invited to submit a brief proposal for each Project.

See proposal guidelines below.

3.4.2. Budget

Clackamas County anticipates allocating between \$5- and \$10 million for capital development of Projects through this solicitation, with the possibility of additional funding for one-time or ongoing operations. Firms shall provide competitive rates with an estimated not-to-exceed total. The proposed not-to-exceed price will be a factor in vendor selection.

3.4.3. Term of Contract:

The term of the contract shall be from the effective date through two (2) calendar years, with the option for three (3) additional one (1) year renewals subject to the mutual agreement of both parties. The Minimum Use Period of real property will be enforced through deed restriction, or any other such legally binding covenant instrument identified by the County, at its sole discretion, as sufficient to memorialize the restricted use of the property for the provision of resource center services.

3.4.4 Sample Contract: Submission of a Proposal in response to this Notice indicates Submitter’s willingness to enter into a contract containing substantially the same terms (including insurance requirements) of the sample contract identified below. No action or response to the sample contract is required under this Notice.

The applicable Sample Personal Services Contract for this Notice can be found at <https://www.clackamas.us/finance/terms.html>.

The following insurance requirements will be applicable:

- Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
- Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
- Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage.

SECTION 4 EVALUATION PROCEDURE

4.1 An evaluation committee will review all submissions that are initially deemed responsive, and they shall rank the submissions in accordance with the below criteria. The evaluation committee may recommend an award(s) based solely on the written responses or may request interviews/presentations. Interviews/presentations, if deemed beneficial by the evaluation committee, will consist of the highest scoring Proposers. The invited will be notified of the time, place, and format of the interview/presentation. Based on the interview/presentation, the evaluation committee may revise their scoring.

Written submissions must be complete, and no additions, deletions, or substitutions will be permitted during the interview/presentation (if any). The evaluation committee will recommend award of a contract to the final County decision maker based on the highest scoring submission. The County decision maker reserves the right to accept the recommendation, award to a different Proposer, or reject all submissions and cancel the Notice of Funding Opportunity.

Proposers are not permitted to directly communicate with any member of the evaluation committee during the evaluation process. All communication will be facilitated through the Procurement representative.

Proposer demonstrates experience and a logical plan to execute the core components of their Project.

1. Proposer has a thorough plan to create a Resource/Navigation Service Center that accommodates people with various needs and abilities.
2. Proposer, and/or development team and partners have previous experience in real estate and/or obtaining permits and other development requirements.

3. Proposer and/or partner’s experience reflects history with building or operating and providing services that are focused on helping individuals gain safety, improve health, and address barriers to securing housing.
4. Proposer may also be asked to make presentations to or be interviewed by the evaluation committee.

4.2 Evaluation Criteria

Area	Ideal Response	Max Score	Score
Site and Location	Describe the proposed Project site. Include information regarding specific location, size, description of any buildings currently on site, utility access, and proximate access to community resources such as transportation, employment, and groceries.	15	
Project Description	Describe the proposed Project program model, planned capacity for households to be served daily/annually, service offerings, and anything else specific to the planned Project. Provide any preliminary architectural drawings, if available.	20	
Project budget and funding	Describe any acquisition costs, estimated rehabilitation or development plan and detailed cost estimations, and a detailed sources and uses list equal to the project budget. Describe composition of Project funding, any anticipated funding gap, and proposed plan to address the gap. Also include an estimated Project operational budget for the completed project broken down by capital asset operations and maintenance vs. program delivery.	15	
Project Timeline	Provide a timeline for the entire project, including pre-development and design, permitting milestones, contractor and consultant phases, construction start date, other milestones, community engagement plan, and goal date for Project opening.	10	

Program Description	Describe programs and services planned to be delivered at Project site, including priority populations to be served and/or planned inclusion of culturally specific services. The program proposal should be consistent with overall programmatic goals of Clackamas County and Guiding Principles and Expectations of the Supportive Housing Services program, including the commitment to advance racial equity. A complete or final program description is not a minimum requirement for applicant eligibility, as service providers may not yet be selected, and details of programming may be developed in partnership with Clackamas County.	25	
Community Engagement	Describe any completed or planned community engagement processes. (Future community engagement may be requested to be conducted in partnership with the County, if the project receives funding.)	15	
	Total	100	

4.3 Once a selection has been made, the County will enter into contract negotiations. During negotiation, the County may require any additional information it deems necessary to clarify the approach and understanding of the Project. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If the County is unable to come to terms with the highest scoring Proposer, discussions shall be terminated, and negotiations will begin with the next highest scoring Proposer. If the resulting contract contemplates multiple phases and the County deems it is in its interest to not authorize any particular phase, it reserves the right to return to this solicitation and commence negotiations with the next highest ranked Proposer to complete the remaining phases.

**SECTION 5
SUBMISSION CONTENTS**

5.1. Vendors must observe submission instructions and be advised as follows:

5.1.1. Submissions will only be accepted electronically thru Equity Hub’s Bid Locker. Email submissions to Clackamas County email addresses will no longer be accepted.

5.1.2. Completed documents must arrive electronically via Equity Hub’s Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.

5.1.3. County reserves the right to solicit additional information or clarification from the vendors, or any one vendor, should the County deem such information necessary.

5.1.4. Submissions should not exceed **fifteen (15) pages**, excluding the project budget, and should describe each proposed project.

Provide the following information in the order in which it appears below:

5.2. Proposer’s General Background and Qualifications:

- Description of the firm.
- Credentials/experience of key individuals that would be assigned to this project.
- Description of experience with acquisition, construction, and/or rehabilitation, expansion, or other physical improvements to new or existing real property, homeless services, and other relevant experience.
- Description of the firm’s ability to meet the requirements in Section 3.

5.3. Scope of Work

Eligible applicants are invited to submit a brief proposal for each shelter site project. See proposal guidelines below.

Please address the following information:

1. Site and location (15 Points). Describe the proposed Project site. Include information regarding specific location, size, description of any buildings currently on site, utility access, and proximate access to community resources such as transportation, employment, and groceries.
2. Project description (20 Points). Describe the proposed Project program model, planned capacity for households to be served daily/annually, service offerings, and anything else specific to the planned Project. Provide any preliminary architectural drawings, if available.
3. Project budget and funding (15 Points). Describe any acquisition costs, estimated rehabilitation or development plan and detailed cost estimations, and a detailed sources and uses list equal to the project budget. Describe composition of Project funding and any anticipated funding gap, and proposed plan to address the gap. Also include an estimated

Project operational budget for the completed project broken down by capital asset operations, maintenance, and ongoing program delivery costs.

4. Project Timeline (10 Points). Provide a timeline for the entire project, including pre-development and design, permitting milestones, contractor and consultant phases, construction start date, other milestones, community engagement plan, and goal date for Project opening.
5. Program description (25 Points). Describe programs and services planned to be delivered at Project site, including priority populations to be served and/or planned inclusion of culturally specific services. The program proposal should be consistent with overall programmatic goals of Clackamas County and Guiding Principles and Expectations of the Supportive Housing Services program, including the commitment to advance racial equity. (A complete or final program description is not a minimum requirement for applicant eligibility, as service providers may not yet be selected, and details of programming may be developed in partnership with Clackamas County).
6. Community Engagement (15 Points). Describe any completed or planned community engagement processes. (Future community engagement may be requested to be conducted in partnership with the County, if the project receives funding.)

5.4. References

Provide at least three (3) references from clients your firm has served similar to the County in the past three (3) years, including one client that has newly engaged the firm in the past thirty-six (36) months and one (1) long-term client. Provide the name, address, email, and phone number of the references. Please note the required three references may not be from County staff.

ATTACHMENT D: DEFINITIONS

Culturally Responsive and Culturally Specific Services

HCDD is using definitions of Culturally Responsive and Culturally Specific services developed through a collaborative Metro-wide work group.

Culturally Responsive

Culturally responsive services are general services that have been adapted to honor and align with the beliefs, practices, culture and linguistic needs of diverse consumer / client populations and communities whose members identify as having particular cultural or linguistic affiliations by virtue of their place of birth, ancestry or ethnic origin, religion, preferred language or language spoken at home. Culturally responsive services also refer to services provided in a way that is culturally responsive to the varied and intersecting “biological, social and cultural categories such as gender identity, class, ability, sexual orientation, religion, caste, and other axes of identity.” Culturally responsive organizations typically refer to organizations that possess the knowledge and capacity to respond to the issues of diverse, multicultural communities at multiple intervention points. Culturally responsive organizations affirmatively adopt and integrate the cultural and social norms and practices of the communities they serve. These agencies seek to comprehensively address internal power and privilege dynamics throughout their service delivery, personnel practices and leadership structure.

A culturally responsive organization is one that reflects the following characteristics:

- Prioritizes responsiveness to the interests of communities experiencing inequities/racism and provides culturally grounded interventions [that] have been designed and developed starting from the values, behaviors, norms, and worldviews of the populations they are intended to serve, and therefore most closely connected to the lived experiences and core cultural constructs of the targeted populations and communities;
- Affirmatively adopts and integrates the cultural and social norms and practices of the communities they serve;
- Addresses power relationships comprehensively throughout its own organization, through both the types of services provided and its human resources practices. A key way of doing this is engaging in critical analysis of the organization’s cultural norms, relationships, and structures, and promoting those that support democratic engagement, healing relationships and environments;
- Values and prioritizes relationships with people and communities experiencing inequities universally, paying particular attention to communities experiencing racism and discrimination;
- Commits to continuous quality improvement by tracking and regularly reporting progress, and being deeply responsive to community needs; and
- Strives to eliminate barriers and enhance what is working.
- Culturally responsive organizations seek to build change through these major domains:
 - Organizational commitment, leadership, and governance;
 - Racial equity policies and implementation practice;
 - Organizational climate, culture, and communications;
 - Service-based equity and relevance;
 - Workforce composition and quality;
 - Community collaboration;

- Resource allocation and contracting practices; and
- Data metrics and continuous quality improvement.

Culturally Specific

Culturally specific services are services provided for specific populations based on their needs, where the majority of members/clients are reflective of that community, and use language, structures and settings familiar to the culture of the target population to create an environment of belonging and safety in which services are delivered. Culturally specific organizations typically refer to organizations with a majority of members/clients from a particular community. Culturally specific organizations also have a culturally focused organizational identity and environment, a positive track record of successful community engagement, and recognition from the community served as advancing the best interests of that community.

Organizations providing Culturally Specific Services reflect the following characteristics:

- Programs are designed and continually shaped by community input to exist without structural, cultural, and linguistic barriers encountered by the community in dominant culture services or organizations AND designed to include structural, cultural and linguistic elements specific to the community's culture which create an environment of accessibility, belonging and safety in which individuals can thrive.
- Organizational leaders, decision-makers and staff have the knowledge, skills, and abilities to work with the community, including but not limited to expertise in language, core cultural constructs and institutions; impact of structural racism, individual racism and intergenerational trauma on the community and individuals; formal and informal relationships with community leaders; expertise in the culture's explicit and implicit social mores. Organizational leaders and decision-makers are engaged in improving overall community well-being, and addressing root causes.
- Intimate knowledge of lived experience of the community, including but not limited to the impact of structural or individual racism or discrimination on the community; knowledge of specific disparities documented in the community and how that influences the structure of their program or service; ability to describe the community's cultural practices, health and safety beliefs/practices, positive cultural identity/pride/resilience, immigration dynamics, religious beliefs, etc., and how their services have been adapted to those cultural norms.
- Provide multiple formal and informal channels for meaningful community engagement, participation and feedback at all levels of the organization (from service complaints to community participation at the leadership and board level). Those channels are constructed within the cultural norms, practices, and beliefs of the community, and affirm the positive cultural identity/pride/resilience of the community. Community participation can and does result in desired change.

- Commitment to a highly skilled and experienced workforce by employing robust recruitment, hiring and leadership development practices including but not limited to valuing and caring for community and/or lived experience; requirements for professional and personal references within the community; training standards professional development opportunities and performance monitoring.
- Commitment to safety and belonging through advocacy; design of services from the norms and worldviews of the community; reflect cultural constructs of the culturally specific community; understand and incorporate shared history; create rich support networks; engage all aspects of community; and address power relationships.

Housing First Principles:

- Few to no programmatic prerequisites to permanent housing entry
- Low barrier admission policies
- Rapid and streamlined entry into housing
- Supportive services are voluntary, but can and should be used to persistently engage tenants to ensure housing stability
- Tenants have full rights, responsibilities, and legal protections
- Practices and policies to prevent lease violations and evictions
- Evictions from housing do not result in termination from the program

For more information on housing first, visit: <https://endhomelessness.org/resource/housing-first/> and <https://www.hudexchange.info/resource/3892/housing-first-in-permanent-supportive-housing-brief/>