

June 5, 2025

BCC Agenda Date/Item: _____

Board of County Commissioners
Clackamas County

Approval of an Amendment to a Personal Services Contract with Sunstone Way for Shelter Operations and Case Management Services at Clackamas Village. Amendment value is \$1,499,586.59 for 1 year. Total contract value is \$3,069,173.95 for 18 months. Funding is through Supportive Housing Services Measure funds. No County General Funds are involved.

Previous Board Action/Review	Original Contract Approved December 12, 2024, 20241212 II.D.1		
Performance Clackamas	1. This funding aligns with H3S's Strategic Action 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. Amanda Keller	Procurement Review	No
Contact Person	Vahid Brown, HCDD Deputy Director	Contact Phone	(971) 334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing and Human Services requests approval of Amendment #1 to Contract #11663 with Sunstone Way to provide shelter operations and case management services at Clackamas Village.

Clackamas Village, a transitional shelter community serving 24 single homeless adults with newly developed on-site amenities, includes 24 single-occupancy units, six individual restroom/shower facilities, a large communal kitchen, open and secure outdoor space, and 24/7 on-site staff.

In February 2024, the County conducted a procurement for the on-site services at Clackamas Village and awarded Sunstone Way. After the contract was signed, Sunstone Way began performing phase 1 of the contract by providing consulting and planning for the site. During the construction phase, Sunstone Way also provided trauma-informed human services consultation on-site design elements, input on acquiring and staging furniture, fixtures, and equipment for the village shelter and common-use facilities, and site readiness support before the initiation of program services. Clackamas Village opened on May 14, 2025, and Sunstone Way began phase 2 of its contract by providing operational and case management services.

Sunstone Way has hired 12 full-time qualified staff. Among them, four overnight shelter staff providing on-site security and support; four case managers provide residents with access to individualized care plans and skill plans; a behavioral health specialist and a peer support specialist engage residents with specialized

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support; and a navigation specialist who assists in permanent housing search and placement.

Clackamas Village is one part of the County's recovery-oriented system of care, and the County is working to build additional behavioral health support and recovery infrastructure.

Amendment #1 to Sunstone Way's contract will ensure continued operational and case management services at Clackamas Village for another year, funded by \$1,499,586.59 in Supportive Housing Services Measure funds. No County General Funds are involved.

RECOMMENDATION: Staff respectfully requests that the Board of County Commissioners approve Amendment #1 (11663) and authorize Chair Craig Roberts or his designee to sign on behalf of Clackamas County.

Respectfully submitted,

A handwritten signature in cursive script that reads "Mary Rumbaugh".

Mary Rumbaugh
Director of Health Housing and Human Services

**AMENDMENT #1
TO THE CONTRACT DOCUMENTS WITH SUNSTONE WAY
FOR CLACKAMAS VILLAGE OPERATIONS
Contract #11663**

This Amendment #1 is entered into between **Sunstone Way** (“Contractor”) and Clackamas County (“County”) and shall become part of the Contract documents entered into between both parties on December 12, 2024 (“Contract”).

The Purpose of this Amendment #1 is to make the following changes to the Contract:

1. ARTICLE I, Section 1. **Effective Date and Duration** is hereby deleted in its entirety and replaced with the following:

This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on June 30, 2026. Contract may be renewed for two (2) additional one-year renewals thereafter upon the mutual written agreement of both parties.

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 to add the following:

Phase 2 of the Scope of Work is hereby deleted in its entirety and replaced with the **revised Exhibit A to this Amendment #1**, attached hereto and incorporated by this reference herein. Contractor shall provide Shelter Operations and Case Management Services (“Work”) in accordance with Exhibit A.

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

- a. In consideration for Contractor performing Work during the extended term of this Contract, County agrees to pay Contractor an amount not to exceed \$1,499,586.59. The total Contract compensation will not exceed \$3,069,173.95.

- b. Article I, Section 3. Consideration is hereby deleted in its entirety and replaced with the following:

The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed Three Million Sixty-Nine Thousand One Hundred Seventy-Three Dollars and Ninety-Five Cents (\$3,069,173.95) for accomplishing the Work required by this Contract.

Consideration for phase 2 is on a reimbursement basis in accordance with the budget set forth in **Exhibit B to Amendment #1**, attached hereto and incorporated by this reference herein.

If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in **Exhibit A**.

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

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

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

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

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

Prior to County advancing the Contractor the Advanced Funds, Contractor must submit an advance request, in a form acceptable to the County, that details the amount of the Advanced

Funds requested, the specific purposes for which the Advanced Funds will be used, and such other information as the County may require.

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

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

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

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

ORIGINAL CONTRACT	\$ 1,569,587.36
AMENDMENT #1	\$ 1,499,586.59
TOTAL AMENDED CONTRACT	\$ 3,069,173.95

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

Sunstone Way



Authorized Signature

5/9/2025

Date

Andy Goebel

Printed Name

Clackamas County


Signature

Date

Name: _____

Title: _____

Approved as to Form:



County Counsel

5/12/2025

Date

EXHIBIT A
PERSONAL SERVICES CONTRACT
REVISED PHASE 2 SCOPE OF WORK

Phase 2:

Phase 2 is contingent upon completion of the construction and site design phase and will begin when Clackamas Village opens to resident applicants. County will notify Contractor, in writing, when the construction and design contingency has been satisfied and Contractor may proceed with Phase 2 Work. Contractor may not begin Phase 2 Work until County has authorized Contractor to do so.

In Phase 2 Contractor will provide Shelter Operations and Case Management Services with wrap around services, **to residents of 24 pods located at Clackamas Village**, and subject to the following terms and conditions:

1. Contractor will provide houseless individuals an opportunity with a safe place to sleep and engage in stabilizing and supportive services provided by H3S and community providers.
2. Contractor will always maintain a 91% to 100% occupancy at Clackamas County Clackamas Village, allowing participants consecutive 24 months occupancy **with the goal to support participants to transition to permanent housing, higher level of care facilities, or long-term residential treatment within the first 12 months of program participation**. Contractor will engage in case conferencing with Housing Services Team (HST) staff whenever a participant reaches 18 months of occupancy to identify barriers and support timely transition to permanent housing, higher level of care facilities, or long-term residential treatment programs.
3. Contractor will appropriately hire and supervise staff members sufficient in quantity and qualified to perform the Work required by this Contract. Contractor will provide for the staffing and supervision of full-time staff members to perform the services. These staff members shall include a program manager, team lead supervisors, case managers, behavioral health specialist, peer support specialist, overnight shelter staff, daytime staff, and navigation specialists. The duties and responsibilities of the staff positions shall include, at a minimum, the following:
 - a. Program Manager: The Program Manager provides site and program oversight and leadership. Responsible for adherence of policies, meeting metric goals, and serves as the primary liaison with the community at large.
 - b. Team Lead Supervisors: The team lead supervisor supervises staff, approves/adjusts timecards, hires and onboards new staff, secures site coverage.
 - c. Case Manager: All residents of Clackamas Village will have access to individualized care plans, skill development and referrals to a wide variety of programs with additional services if needed. The case manager utilizes an Individual Service Plan (ISP) format/methodology that assists residents in

identifying goals across the eight dimensions of wellness: physical, emotional, social, intellectual, environmental, spiritual, vocational, and financial. Works with participants to develop a case plan and mitigate initial barriers to housing viability. Part of the wrap-around support team.

- d. Behavioral Health Specialist: Works directly with participants with behavioral health needs and supports/mentors staff to engage well with participants with behavioral health needs via best practices. Also works with participants on progress toward building 6 Keys to Resilience. Part of the wrap-around support team.
 - e. Peer Support specialists: All residents at Clackamas Village will have access to the peer support and peer delivered services, regardless of their engagement in case management services. The peer support specialist supports participants via personal, lived experience. Peer Support Specialists possess lived experience with houselessness, substance use disorders, and mental health realities.
 - f. Navigation Specialist: The Navigation Specialist works with Case Managers, to assist the participants' housing search and placement, while leveraging supportive services to assist the participant in maintaining permanent housing. Navigation Specialist will walk alongside the residents during the housing search process. This includes coordinating housing/apartment walkthrough and showing, lease explanation, and writing reasonable accommodation and appeals. They assist the Program Manager with program coordination, including document assessment and management for the Rapid Rehousing program. They also maintain accurate and efficient physical and electronic records, including utilizing the Homeless Management Information System (HMIS) to enter and exit participants from database, assigning incoming participants to case managers, and regular reporting functions.
 - g. Overnight shelter staff: Provides overnight security, support, and resourcing at the village. Participants know there is always a friendly face to talk with and get their needs met at all hours. Relays needs and observations in the overnight hours to daytime members of the wrap-around support team.
 - h. Daytime Shelter Staff: Provides daytime support and resource navigation at the village. Daytime staff is available to speak with participants during the day and provide community building and engagement opportunities to participants as well as communicate program policies and expectations. Relays needs and observations to overnight staff to ensure continuity of wrap around services.
- 4. Contractor will work with the Clackamas County Housing Services Team (HST) Navigation (NAV), Outreach and Engagement (O&E), Safety off the Streets (SoS), and Supportive Housing Case Management (SHCM) Program Planners. Engagement, problem solving, connection to community resources, warm hand offs, and re-location assistance and support will be included in this scope of work as needed.
 - 5. All referrals for this program will come from Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff and the by-name list

(BNL). Shelter beds will be prioritized based on a tiered prioritization framework, developed in partnership with the Housing Services Team (HST), that considers safety risks, health vulnerabilities, and housing barriers. Contractor will work with HST to implement and follow these prioritization policies, and to make any necessary updates based on emerging system needs and data. Contractor will work with the HST to establish and/or approve prioritization policies.

6. Housing First Response/diversion, a client focused minimal intervention approach, will be meaningfully attempted with each participant; Housing First Aid/diversion training will be provided by the Housing Services Team (HST). Providing CHA screenings, assisting with by-name list (BNL) efforts, and collecting information for the Built for Zero initiative are required as a shelter provider. Built for Zero (BFZ) is a national initiative led by 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 list data on people experiencing homelessness and local collaboration efforts dedicated to ending homelessness locally.
7. Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preferences. However, Contractor may set policies and expectations for participants to follow when accessing a shelter program. Contractor shall follow available HST guidance and policy for non-engagement or program exit. When exit to a housing resource is not an option, Contractor must connect the individual to available outreach or other safety off the streets resources, if available. Ensuring the safety of individuals staying in the shelter program and those exiting to a non-housing resource is a key responsibility of the Contractor.
8. Work with community partners to promote the development of village social infrastructure including supporting regular events and opportunities for participants to meet, connect with one another, communicate program policies and expectations, and develop partner relationships toward specific and individualized resource meetings as necessary to support participants' progress in meeting the goals identified in their ISPs (for example, through the establishment of on-site support group meetings for participants such as 12 Step meetings to support participants in recovery from substance use disorders).
9. Develop of an evacuation plan in the event of an emergency or natural disaster (e.g., wildfire, earthquake, chemical spill) within 6 months of Contract execution, subject to final review and approval by the County.
10. Provide and retain appropriate documentation of program participation and material for payment requests. Appropriate client file documentation must include, but is not limited to:
 - i. Paper copies of HMIS forms-Entry, Annual and Exit
 - ii. Emergency contact information
 - iii. Picture ID for adults only
 - iv. Signed Release of Information

- v. Pop A vs B Form signed
- vi. Flex funds spent- amount, data, purpose, receipts
- vii. Case notes

11. Contractor will document and certify eligibility of each adult household member as either Population A or Population B.
12. Contractor 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.
13. Contractor shall actively participate in trainings, coordination, case conferencing and other meetings as required by HST.
14. Contractor will be permitted to use flexible funds for clients at the site. All uses of flexible funds for client services must adhere to the Clackamas County Supportive Housing Services Flexible Funding Use Guidelines.
15. Contractor will liaise with County staff in support of the County's maintenance and property management roles, including:
 - a. Identifying needed maintenance, repairs, grounds keeping, and any other property-related issues necessary to the maintenance of a safe, clean, and welcoming environment for program participants, and notifying County staff as these needs are identified
 - b. Liaising with County staff or contractors on site and facilitating their access to the property as needed for the conduct of maintenance or other property-related work
16. In addition to the services mentioned above, Contractor will also provide the following services:
 - Take referrals of eligible participants from Coordinated Housing Access (CHA), and conduct rigorous outreach to referred households and facilitating their voluntary placement in the program
 - Maintain access to and schedule the sleeping pods
 - Conduct HMIS intake, annual, and exit paperwork and data entry requirements.
 - Provide milieu management, including supporting community-building activities among participants and identifying and promoting opportunities for participant involvement and leadership in community activities at the Clackamas Village
 - Provide on-site staff with adequate skills and, where appropriate, certification enabling them to address behavioral health needs of participants
 - Coordinate and schedule the calendar of services and volunteer activities and

- tours at the site
- Work with community partners to promote the development of village social infrastructure

Supportive Housing Case Management and Housing Navigation Services

Contractor will provide supportive housing case management and housing navigation services to Clackamas Village participants, including but not limited to the following activities:

- Complete CHA screening, and all required Homeless Management Information System (HMIS) data entry
- Assessing participants' housing barriers, needs, and preferences
- Assisting participants in accessing benefits, employment, mental and physical health services, removing housing barriers, and generally supporting the needs of participants as they relate to long-term housing stability upon exiting the program. Including completion, submission, and tracking of housing documents or applications.
- Assisting participants in accessing permanent housing supports, including vouchers and rent assistance, and providing housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.
- Providing assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing
- Facilitating warm hand-offs with other service providers engaged with participants at the time of exits to permanent housing, including with providers of supportive services case management
- Developing Individualized Service Plans with each participant and supporting participants in reaching their goals

Behavioral Health facilitation

Contractor will have an on-site Behavioral Health Specialist (BHS), led by Contractor's Director of Social Services. This team will provide support for participants and staff in navigating a variety of mental health realities commonly experienced by individuals experiencing homelessness. In addition to this support, Contractor's BHS team will work with each participant on building the 6 Keys of Resiliency (Stress Tolerance, Connection, Health, Meaning, Efficacy, and Belonging).

Food Provisions

Contractor will utilize a hybrid food provision strategy, including partnering with community organizations, to ensure a daily prepared meal, guaranteeing no villager goes hungry. Additionally, Contractor will collaborate with local food pantries and businesses to secure food and essentials through donations. Contractor will utilize a leased van to facilitate the collection of donations, to ensure effective management of food supplies. Contractor will utilize the community kitchen space in providing opportunities for skill-building in food selection, preparation, and nutrition, fostering greater independence and self-efficacy for participants.

Wrap Around Services

Contractor will provide wrap around services to Clackamas Village Program participants, which will include, but is not limited to obtaining legal documents, applying for jobs, coaching, motivational interviewing, and building participants' sense of self-efficacy in the unique ways each participant needs.

Property Management Liaison Functions

The Clackamas Village and its facilities are the property of the County, and the County maintains responsibility for overall maintenance and property management needs of the Village. Contractor will liaise with appropriate staff at the County in support of the County's maintenance and property management roles. This includes, but is not limited to:

- Identifying needed maintenance, repairs, grounds keeping, and any other property-related issues necessary to the maintenance of a safe, clean, and welcoming environment for program participants, and notifying County staff as these needs are identified
- Liaising with County staff or contractors on site and facilitating their access to the property as needed for the conduct of maintenance or other property-related work.
- Report to the County any health and safety hazards immediately
- Report to the County other maintenance needs within 72 hours

Shelter Services Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of entry	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing First Aid/Diversion	At least 10% of those referred to or seeking shelter are provided with Housing First Aid to find other safe, temporary shelter or long-term options, diverting them from entering the shelter	HMIS
Optimal Occupancy	At least 91% occupancy, based on stated capacity of program	HMIS
Effective Services	Average length of program participation below 365 days, with a goal to reduce to 274 days.	HMIS
Ending Homelessness	At least 77% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with contractor	HMIS

System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams app) /Sign in sheets
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Benchmarks and timeline

1. Hire and have 100% of contracted staff on board within 30 days of contract execution
2. Complete HMIS training for at least one staff member within 90 days of contract execution
3. All program staff to complete Housing First Aid/Diversion training within 180 days of contract execution.
4. Submit contractor program manual and grievance policy within 180 days of contract execution. Grievance policy must be provided to all clients at intake and as requested.
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in BNL Case Conferencing within 30 days of being hired
7. Staff providing support/case management should attend trainings appropriate to their program type as required by the program model. i.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting.
8. Complete and submit for approval most recent draft of village manual within 30 days of contract execution
9. At least one staff member completes training (or ensures CHA competence) within 60 days of contract execution
10. Housing navigator assists first household to exit to permanent housing within 90 days of initiation of Phase 2 of contract after execution

The program will be expected to follow the timeline above, meeting each benchmark, as indicated. Unmet benchmarks 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 below

2. Develop a policy, in coordination with HST, for follow up with individuals exiting shelter programs to permanent housing.
3. Adhere to all applicable Fair Housing laws
4. Support Contractor in creating policy manual, including sharing examples among Contracted providers
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 Disorder 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 will:

1. Adhere to all data reporting requirements stated in Article II, Section 28 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. Percent of households provided Housing First 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
 - 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 has 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 will:

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
8. Staff Survey Data: County may require Contractor to cooperate with County, Metro, and/or and independent professional survey firm in the administration of a staff survey to collect anonymized information, including but not limited to staff demographics, classification, compensation, accessibility practices, and overall satisfaction and

experiences. Staff participation in the survey shall be optional, and confidential of individual-level responses shall be preserved.

Contractor will be required to follow all County policies which will be provided to agencies after contract completion. See References below:

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

**EXHIBIT B
PERSONAL SERVICES CONTRACT
BUDGET**

25/26 Budget		
Line Item Category	Narrative/Description	Funds Requested
Clackamas Village 400705		
Personnel		
Salaries and Wages	Wages, Holidays and PTO	\$864,589.18
Fringe	Insurance, taxes, retirement, benefits	\$165,788.00
Personnel Subtotal:		\$1,030,377.18
Program Operations - Materials and Supplies		
Facility Services	Waste & Sharps Removal	\$3,000.00
Facility Supplies	Site Supplies, Safety Supplies	\$13,590.00
Professional Services	Participant Transportation, Translation, Permits,	\$96,100.00
Program Supplies	Drug Testing, Furniture, Participant Engagement,	\$25,000.00
Technology	Computers and Printers, Printing	\$3,000.00
Telecommunications	Internet and telephone	\$6,840.00
Travel	Mileage/Parking, travel for training, vehicle lease	\$14,833.33
Utilities	Emergency Utilities	\$3,000.00
Postage		\$100.00
Education and Training	Professional Development, Training Software, Trainings	\$3,000.00
Business Insurance	Property & Liability Insurance	\$4,500.00
Dues and Subscriptions	Dues & Subscriptions	\$22,400.00
Program Operations - Materials and Supplies Subtotal:		\$195,363.33
Client Services		
Flex Funds		\$22,000.00
Placement Retention		\$64,685.00
Client Services Subtotal:		\$86,685.00
Indirect Administration		
Overhead/Admin	15%	\$187,161.08
Total Indirect:		\$187,161.08
Clackamas Village Subtotal:		\$1,499,586.59
Total Budget:		\$1,499,586.59