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Clackamas County
www.clackamas.us

June 17, 2026

BCC Agenda Item: _____

Board of County Commissioners
Clackamas County

Approval of an Amendment to a Personal Services Contract with the Father's Heart Street Ministry for shelter, housing navigation, case management, stable housing connections, and inclement weather services. Amendment Value is \$5,696,913.00 for 1 year. Total Agreement Value is \$20,151,427.24 for 4 years. Funding is through Supportive Housing Services Measure Funds and \$362,912.00 is Budgeted County General Funds.

Previous Board Action/Review:

- Original Agreement August 18, 2022, BCC-Agenda Item 20220818 II.A;
- Amendment #01 July 26, 2023, Approved by the Department;
- Amendment #02 August 10, 2023, BCC-Agenda Item 20230810 III.D.4;
- Amendment #03 February 1, 2024, BCC- Agenda Item 20240201 II.C.1
- Amendment #04 June 27, 2024, BCC- Agenda Item 20240627 V.G.13
- Amendment #05 June 18, 2025, BCC-Agenda Item 20250618 XII.F.2;
- Amendment #06 July 26, 2025, Approved by the Department;
- Amendment #07 April 30, 2026, BCC-Agenda Item 20260430 III.E.1;

Performance Clackamas: Safe, Secure, and Livable Communities

Counsel Review: Yes, Andrew Naylor

Procurement Review: N/A

Contact Person: Vahid Brown

Contact Phone: 971-334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), the Health, Housing and Human Services Department requests approval of Amendment #8 to Contract #10702 with The Father's Heart Street Ministry (TFHSM) for continued and expanded services for the new fiscal year.

TFHSM will continue to provide Hotel/Motel Based Sheltering services with 40 emergency shelter units that are time-limited with a goal of moving households to safe, stable housing resources within an average of 45 days; resource navigation services to assist 60 households annually; Inclement Weather Shelter; Connections to Stable Housing (CSH); and Supportive Housing Case Management (SHCM) services. CSH will serve no less than 30 households annually with rapid rehousing services, which can include housing search assistance, short-term rent assistance, and case management. Meanwhile, their SHCM services support 100 of our most vulnerable households in permanent supportive housing with tailored case management services.

TFHSM also serves services to support operations at the county's Crisis Stabilization Center and the St. Johns Warming Shelter. For the Crisis Stabilization Center, TFHSM also provide short-term stay options for 12-15

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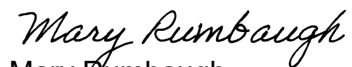
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program participants at a time who need temporary housing and case management as part of their stabilization.

These services will ensure that individuals experiencing homelessness will receive additional ongoing support from the initial point of contact until they are moved into housing and beyond. Funding for this Amendment is provided through \$5,696,913.00 in Supportive Housing Services funding and \$362,912 in budgeted County General funds.

RECOMMENDATION: Staff respectfully requests that the Board of County Commissioners approve this Amendment to the Contract (10702) with The Father's Heart Street Ministry and authorize Chair Roberts, or his designee, to sign on behalf of Clackamas County.

Respectfully submitted,



Mary Rumbaugh
Director of Health Housing and Human Services

**AMENDMENT #8
TO THE CONTRACT DOCUMENTS WITH
THE FATHER'S HEART STREET MINISTRY
FOR SHELTER AND OTHER SERVICES
Contract #10702**

This Amendment #8 is entered into between **The Father's Heart Street Ministry** ("Contractor") and Clackamas County, on behalf of its Housing and Community Development Division ("County") and shall become part of the Contract documents originally entered into by and between the Housing Authority of Clackamas County and Contractor on **August 18, 2022** ("Contract").

The Purpose of this Amendment #8 is to make the following changes to the Contract:

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

By execution of this Amendment #8, County is exercising the last of its three optional one-year extensions. The Contract termination date is hereby changed from June 30, 2026, to June 30, 2027.

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

During the extended term of the Contract, Contractor shall perform the Work, as amended in **Exhibit A to this Amendment #8**, attached hereto and incorporated by this reference herein.

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

County may, in its sole discretion, advance Contractor an amount not to exceed one sixth (1/6) of the total Contract amount (the "Advanced Funds"). Contractor may only use the Advanced Funds for purposes of paying Contractor's eligible expenses incurred between the effective date of the Contract, or amendment extending 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 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 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 pays Contractor's monthly invoices.

Starting in November 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 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 (November through June).

When Advanced Funds are fully spent down, Contractor shall submit a final reconciliation statement that details the use of the remaining Advanced Funds, if any. If Contractor's expenses exceed the remaining Advanced Funds, Contractor may invoice the balance, reduced by any remaining Advanced Funds, and then resume invoicing County for reimbursement in accordance with the Contract.

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.

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 breach of the Contract. Upon such breach, and in addition to any other right or remedy County may have under the Contract,

County may terminate the Contract and reduce any pending invoice for Work performed by the amount of the misused/unreturned Advanced Funds.

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

In consideration for Contractor performing Work during the extended term of this Contract, County will pay Contractor an amount not to exceed \$5,696,913.00. The total Contract compensation will not exceed \$20,151,427.24. Consideration remains on a reimbursement basis in accordance with the revised budget in **Exhibit B to this Amendment #6**, attached hereto and incorporated by this reference herein.

ORIGINAL CONTRACT	\$ 500,170.00
AMENDMENT #1	\$ Time Only
AMENDMENT #2	\$ 2,779,692.00+Time
AMENDMENT #3	\$ 1,483,954.52
AMENDMENT #4	\$ 3,949,952.32
AMENDMENT #5	\$ 5,790,465.40
AMENDMENT #6	\$ Time Only
AMENDMENT #7	\$ -49,720 Reduction + Scope
AMENDMENT #8	\$ 5,696,913.00
<hr/>	
TOTAL AMENDED CONTRACT	\$ 20,151,427.24

5. The following paragraph is added to ARTICLE II:

33. MEDIA RELEASES, PUBLIC ACKNOWLEDGMENT. The parties acknowledge the value in coordinating public communications about the Work and will make reasonable efforts to provide notice to each other prior to issuing press releases, holding press conferences, or engaging in other pre-planned media communications about the Work. Similarly, each party will make reasonable efforts to publicly recognize the other in any press releases or planned media-involved events relating to or describing the Work, including, but not limited to, providing a speaking opportunity for an elected and/or county official.

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

The Father's Heart Street Ministry

Clackamas County

Brandi Johnson May 29, 2026
Authorized Signature Date

Brandi Johnson, Executive Director
Printed Name

Signature Date

Name: _____

Title: _____

Approved for Legal Sufficiency:

 06/01/2026
County Counsel Date

EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK

Shelter Services Program Design

Contractor will provide supportive services to households staying in 40 hotel/motel-based emergency shelter units. Contractor's shelter program will incorporate provision of safe sheltering, access to resources, reduction of housing barriers, partnering with housing and community agencies, and connecting participants to mainstream services and transitional and permanent housing. Contractor will participate in or facilitate "warm hand off" of housing navigation and/or rental assistance resources. Services may only be provided within the Metro jurisdictional area.

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

All referrals for this program will come from Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff and the by-name list (BNL). Shelter beds must be prioritized for the people with the highest safety and health vulnerabilities (and their household members). Contractor will work with the HST to establish and/or approve prioritization policies.

Contractor will meaningfully attempt to use Housing First Response/diversion, a client focused minimal intervention approach, with each participant. Housing First Response/diversion training will be provided by HST. Providing CHA screenings, assisting with by-name list (BNL) efforts, and collecting information for the Built for Zero (BFZ) initiative are required as a shelter provider. 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 data on people experiencing homelessness and local collaboration efforts dedicated to ending homelessness locally.

The shelter program will be time-limited, working toward a goal of moving participants to safe, stable housing resources within an average of 45 days from move-in. While 45 days is the goal, there may be extenuating circumstance in which a participant(s) may need to stay longer. Families will not be separated unless they choose to shelter separately. Children residing in shelter will receive assistance attending former or neighborhood school. Emergency shelter programs must provide a place to stay 24 hours/day, 365 days a year. All shelter programs will be connected to, or partner with, housing navigation and placement services, long-term supportive housing case management, and rental assistance to connect participants with and help permanent housing. HST will facilitate connections, as needed.

The Hotel site serves 40 households at a time in a block of hotel rooms at a single hotel site. The Hotel Program is expected to serve at least 80 households per year, with a turn-over of every 90 days. The Milwaukie Temporary Housing Program serves 13 households at a time in a semi-congregate setting. The Milwaukie Temporary Housing Program is expected to serve at least 52 households per year, with a turn-over of every 90 days.

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

Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preferences. However, Contract 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 individuals to available outreach or other safety off the streets resources if available. Ensuring the safety to individuals staying in the shelter program and those existing to a non-housing resource is a key responsibility of the Contactor.

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 non congregate shelter units.
- Shelter intake/CHA assessment completion.
- Housing First Response/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 or additional facilitation or support
- In partnership with navigation contractors, assist in addressing housing barriers, needs, and preferences of participants. Including completion, submission, and tracking of housing documents or applications.
- Develop a process in coordination with HST, to follow up with households exiting shelter programs to homelessness. Assure adequate connections to services after program exit.
- If participant is unable to shelter semi-independently, support timely transition to higher level of care or long-term residential treatment programs.
- Support participants in self-advocacy efforts and identify opportunities to add participant voice to policy discussions.

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

- Contractor must provide a minimum of at least one staff at all sites. Contractor must further provide information on after hours contact options that are clearly visible to participants.
- Open shelter beds must be accessible on weekends and holidays.
- Contractor must comply with all relevant health, fire and life safety codes from the local fire marshal and the jurisdiction with permitting authority.
- Contractor must 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.
- 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.
- Contractor must 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.

Please reference the Goals and Benchmarks, below, for additional program responsibilities and performance targets.

Resource Navigation Program Design

Contractor shall provide a Resource Navigation program, which will include Housing Problem Solving (HPS) services to assist households in exploring possible housing options and community supports using a strengths-based approach. Contractor’s Resource Navigators will provide resource navigation and housing placement. Services may only be provided within the Metro jurisdictional area.

Housing Problem Solving is a strengths-based, person-centered approach designed to assist households in resolving their immediate housing crises. It focuses on creative, individualized solutions that prioritize participant choice, leveraging existing resources, support networks, and minimal financial assistance when needed. HPS aims to quickly identify safe, viable housing options outside of the formal homeless response system, reducing the need for long-term interventions.

Resource Navigator Core Responsibilities

1. Housing Problem Solving Services:
 - a. Contractor will facilitate HPS conversations with households and provide light-touch resources (e.g., flex funds and community supports) to help resolve housing crises.
 - b. Contractor will support the housing placement process following a Housing First model, including engagement, problem-solving, internal warm hand-offs as needed, and relocation assistance.
2. Collaboration with Clackamas County Housing Services Team (HST):
 - a. Contractor will work with the HST Program Team, including staff supporting navigation, outreach, safety off the streets, and housing retention programs.

- b. Relevant Contractor staff must attend required meetings, adhere to HST protocols and processes, and respond to requests for information or inquiries from HST within two business days.

Resource Navigation Referral Process

1. TFH will provide resource navigation to all shelter participants. As referrals are not exclusively through CHA, but through an internal shelter referral process, resource navigation numbers should be aligned with shelter numbers.
2. Whenever there is additional capacity, referrals for Resource Navigation will be requested from the By-Name List (BNL) through Coordinated Housing Access (CHA).
2. Referrals to providers will prioritize alignment with their specific service offerings.
3. Each FTE will assist no less than 66 households with Resource Navigation annually.
4. Participants will be enrolled into the resource navigation program and engaged in housing problem solving.
5. It is expected that skilled HPS interventions will exit at least 30% of referrals into permanent housing. When a higher level of care is necessary resource navigator will add clear notes in HMIS outlining housing problem solving attempts and ensure CHA assessment reflects accurate information. This will ensure participant is on the BNL (by-name list) to be matched with a long-term voucher.
6. Contractor will ensure that participants are exited from CHA program entries in HMIS as needed, with updated notes for efficient system coordination.

Program Timelines

Voucher-Matched Participants (when vouchers are available):

1. Individuals enrolled in the navigation program and matched with a voucher must secure housing placement within 120 days.
2. Extensions may be approved by the voucher program manager of the Housing Authority of Clackamas County or their designee.

Non-Voucher-Matched Participants:

1. When possible, participants are expected to be rapidly exited from homelessness within 60 days. If participant needs a higher level of care than contractor can provide, program entry should be exited within 60 days, with service transactions and notes updated.
2. In some circumstances, program entries may remain open for up to 90 days, but this must be decided in coordination with the Navigation Program Planner at Clackamas County.
3. If a program entry is expected to remain open beyond 90 days, there must be a clearly documented reason in HMIS. Such instances should be rare and require prior approval from Clackamas County.

Contact Requirements

1. Initial Outreach:
 - a. Contact participants within three business days of receiving a referral.
 - b. If unreachable by phone, navigators must use other contact methods listed in HMIS.
2. Escalation Process:
 - a. If contact cannot be established, Contractor must collaborate with Clackamas County's outreach program planner and other case conferencing platforms to attempt contact.
 - b. If no contact can be made, a note will be added in HMIS, and the participant will be exited from CHA assessment (Provider #4433).

3. In-Person Housing Problem Solving Conversations:
 - a. Navigators will meet participants in-person to explore housing options using HPS techniques, including:
 - i) Active listening.
 - ii) Strengths exploration.
 - iii) Identifying supports and resources.
 - iv) Creating actionable next steps.
 - v) Utilizing flex funds for housing solutions if appropriate.
4. Navigators are expected to stay informed about recovery-based housing and treatment resources to connect participants with needed services.
5. Clackamas County will provide regular meetings for providers to learn about updated resources and problem solving monthly. Community of Practice will be developed through this process.

Capacity and Caseload Management

1. The program will maintain a navigator-to-participant ratio of 1:10 at all times.
2. Contractor must report revolving capacity monthly to the HST Navigation Program Planner.

Performance Monitoring

1. Quarterly Reviews:
 - a. HST staff will review Contractor caseloads and benchmarks quarterly for Housing Navigation/Placement and Supportive Housing Case Management.
 - b. Budget adjustments may be made to shift staff and costs between services without altering the total contract value. Budget adjustments must be requested in writing to HST using housingservices@clackamas.us.
2. Engagement and Contact Efforts:
 - a. Navigators must maintain contact with 100% of participants, checking in at least weekly. If unreachable, this should be addressed in case conferencing and inactive policy applied.
 - b. Multiple engagement efforts, including email, phone calls, text messages, and in-person outreach, must be documented in HMIS.
3. Case Conferencing:
 - a. Navigators must utilize HST open office hours and Resource Navigation community meeting to problem-solve contact barriers and coordinate participant services.

Housing Navigation and Placement Goals:

1. Flexible services and funding will be used to assist households in accessing and securing rental housing tailored to their specific needs as quickly as possible.
2. Contractor will work collaboratively with HST, community groups, and other housing organizations to creatively address participant housing needs.

Housing navigation and placement must include the following:

1. Check-ins at least weekly with all participating households.
2. Assessment of housing barriers, needs and preferences.
3. Support and flexible funds to address immediate housing barriers.
4. Assistance attending housing orientations and responding to program requirements to secure long-term rent assistance, when available.

5. Housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.
6. Landlord engagement, establishing relationships with landlords to facilitate participant placement.
7. Assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing.
8. Support with moving assistance, securing furniture, application fees, and other non-rent move-in costs.
9. If participant is unable to live semi-independently, support timely transition to higher level of care or long-term residential treatment programs.

Please reference the Goals and Benchmarks, below, for additional program responsibilities and performance targets.

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. Services may only be provided within the Metro jurisdictional area.

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

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

Subject to availability of funds, as determined by the Housing Authority of Clackamas County (“HACC”) in its sole administrative discretion, HACC will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program or other applicable voucher program of participant households receiving supportive housing case management from Contractor.

The program will maintain an approximate case manager-to-household ratio of 1:25 for supportive housing case management. This ratio may vary depending on whether services are provided at a Permanent Supportive Housing (“PSH”) site or within a Resource Navigation/SHCM mixed caseload.

Case management services are dedicated to ensuring participants remain in permanent housing long-term through ongoing housing subsidy and support. Contractor must adhere to any and all HST policies/protocols. Exits should be rare and in extreme situations. Program case managers and leadership will work with HST SHCM or Housing for Success (“H4S”) program planner on housing retention, capacity building and training needs.

Specific components of supportive housing case management include, but are not limited to, intensive, relationship based, and trauma informed one-on-one case management, focused on housing stabilization and lease compliance offered at least monthly (and in many cases, weekly). The need for support may be more intensive once people are housed and for the first six months after. Case management may be more intensive to support people with adjusting to housing and connecting with all needed benefits and resources. Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:

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

Please reference the Goals and Benchmarks, below, for additional program responsibilities and performance targets.

Connections to Stable Housing- Rapid Rehousing Program Design

Contractor shall provide a Rapid Rehousing (RRH) program which includes navigation and placement. Rental assistance and supportive housing services will be provided to help assist households move from temporary

housing or homelessness to permanent housing. Housing chosen by participant must be sustainable and may include private market rentals and affordable housing units. The goal of this project is to provide the lightest touch necessary to support households in achieving long-term housing stability. The program will assist households in obtaining housing within the rural Clackamas area (outside the Metro jurisdictional area).

This program will work with the Clackamas County Housing Services Team Program Planners. Engagement, problem solving, connection to community resources, warm hand-off if a transfer needs to occur, and re-location assistance and support will be included in this scope of work as needed.

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

Contractor shall ensure a case manager(s) to participant ration is approx. 1:15 with a revolving capacity to assist approximately 15 households at a time. As more participants are added to the caseload, more staff must be added to accommodate them if funds are available.

Contractor shall meaningfully attempt diversion with each participant. Diversion means housing problem solving- Housing Problem Solving is a strengths-based, person-centered approach designed to assist households in resolving their immediate housing crises. It focuses on creative, individualized solutions that prioritize client choice, leveraging existing resources, support networks, and minimal financial assistance when needed. Housing First Response will be provided by the HST.

Diversion will be meaningfully attempted with each participant; Housing First Response training will be provided by the Housing Services Team.

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

RRH services are tailored to meet each household's specific needs and must include, but are not be not limited to, the following:

Prior to placement, Contractor will provide:

- Check-ins at least weekly with all participating households during housing search.
- Client-driven assessment of housing barriers, needs, and preferences.
- Support and flexible funds to address immediate housing barriers.
- Assistance attending housing orientations and responding to program requirements to secure long-term rent assistance in cases where longer-term subsidy is deemed necessary for housing stabilization.
- Housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.

- Landlord engagement, establishing relationships with landlords to facilitate participant placement and retention.
- Assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary to obtain housing.
- Support with moving assistance, securing furniture, application fees, and other non-rent move-in costs.

After housing placement, Contractor will provide:

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

Please reference the Goals and Benchmarks, below, for additional program responsibilities and performance targets.

Inclement Weather Shelter Services Program Design

Contractor will provide inclement weather services ("Inclement Weather Work") to County on an on-call or as-needed basis. Consideration for Inclement Weather Work is partially on a reimbursement basis in accordance with the budget set forth in Exhibit B to this Amendment #8 and partially on a per-bed, per day or night rate at the rates set forth in Exhibit B to this Amendment #8.

When County requires Contractor to perform Inclement Weather Work, it will notify Contractor that such services will be required. County expects it will require Contractor to perform Inclement Weather Work for warming shelters, cooling shelters, or smoke shelters but County may, in its sole discretion, require Inclement Weather Work for other purposes. Inclement Weather Work for warming shelters, cooling shelters, or smoke shelters will generally be required as follows:

a. Warming Shelter

County will require Contractor to open warming shelters on days or nights when the actual temperature or wind chill temperature is predicted by the National Weather Service to be 33 degrees Fahrenheit or below, including wind chill factor. Warming shelters must be activated during the first night of this alert. As it is impossible to predict all severe weather scenarios, warming shelters may also be activated when weather conditions do not meet the criteria above, but County determines if operation of a warming shelter is in the County's best interest. Examples of when a warming shelter may be activated outside of temperature reasons include, but are not limited to, predicted high winds, flood watches, flood warnings, or extremely heavy rain.

b. Cooling Shelter

County will require Contractor to open cooling shelters on all nights when the National Weather Service has declared that the region will be under a Heat Advisory, Watch, or Warning between the hours of 8pm and 8am. Cooling shelter may also be activated when weather conditions do not meet the criteria above, but County determines if operation of a warming shelter is in the County's best interest. All cooling shelters *must* have air conditioning in each hotel/motel room.

c. Smoke Hotel / Motel Shelter

County will require Contractor to open shelters in the event of certain smoke or air quality events. These air quality events include whenever the Air Quality Index (AQI) reaches the "Unhealthy" level due to fire or other emergency. This information can be found at aimow.gov.

County will endeavor to provide as much prior notice of the need for Contractor to provide Inclement Weather Work as is reasonably practicable. However, the parties understand and agree that the County's need for Inclement Weather Work is based on severe weather conditions and as such, prior notice may be limited.

Because the Inclement Weather Work is on an on-call or as-needed basis, and the exact amount of Inclement Weather Work, if any, is unknown, nothing in this Amendment #8 shall be construed as a promise to pay Contractor the full amount budgeted for Inclement Weather Work in the budget attached as Exhibit B to this Amendment #8.

Nothing herein shall be construed as prohibited Contractor, if permitted by applicable law, to provide emergency shelters that it chooses to operate on days or nights that are not approved by Clackamas County for extreme weather or smoke activation. However, unless authorized by County, Contractor will not receive reimbursement from the County for those days or nights.

In providing the Inclement Weather Work, Contractor shall comply with the following terms and conditions:

1. Contractor shall not charge fees to any guests.
2. Contractor shall provide all Center services in a trauma informed and wholly secular manner.
3. Contractor shall not categorically exclude persons fleeing domestic violence.
4. Contractor shall ensure a welcoming and safe environment for people of all genders, including persons who identify as transgender or non-binary.
5. Contractor shall not require guests to be clean and sober or pass urinalysis or breath testing. However, Contractor must impose rules disallowing alcohol or drug possession or use at the shelters.
6. Contractor must incorporate harm reduction into its Inclement Weather Work.
7. Contractor must impose rules to ensure a safe environment, but such rules must be in plain language and as streamlined as possible. Contractor's rules must be in accordance with applicable law.
8. Contractor shall comply with all relevant health, fire, and life safety codes.
9. Contractor shall have a written policies in place for:
 - Background Check policy
 - Records Retention policy
 - Fiscal policy that outlines separation of duties and fraud prevention and recovery (both employee and participant)
10. Contractor shall have a written harm reduction policy that addresses under what circumstances and for what conduct people may be excluded from Contractor's shelters, and for what period of time. In the event a person is excluded under the harm reduction policy, Contractor must document the reason for the exclusion and the duration. Contractor must make a diligent effort to ensure that the excluded person has an alternate safe place to sleep.

If a guest has to leave due to disruption or of their own free will, Contractor will consult with County on whether bed night or day shelter rate is allowable. Regardless of the situation, no bed nights or day shelter will be reimbursable if the Contractor does not have complete and accurate HMIS data for the guest, further described below.

11. Contractor must perform criminal background checks and have specific screening criteria for all staff and volunteers who will be performing direct services under this Contract. Policies must be in place to disqualify any persons who have committed violent crimes, crimes against children, or other crimes that are incompatible with this Contract.

Policies must also be in place to ensure the safety of participants should criminal arrests and/or convictions occur during the Contract term. If a volunteer or employee of Contractor has a break in service and does not work for 60 days or more for Contractor, or Contractor has knowledge or information that a crime may have been committed by the staff or volunteer, then another criminal background check must be completed prior to working for Contractor.

A best practice for Criminal Background checks is followed by the State of Oregon, Department of Human Services. Links are provided as a resource to Contractor.

Rules & Policies Covering Background Checks page: <https://www.oregon.gov/dhs/BUSINESS-SERVICES/CHC/Pages/Policy-Rules.aspx>

12. Contractor hereby authorizes County to include information on shelter availability, address, and volunteer needs in media releases and websites, including, but not limited to 211, the County website, and through social media, such as, but not limited to, Facebook and Next Door.
13. Contractor must obtain written approval to open and operate as an Extreme Weather or Smoke Center (including occupancy certification) from the local fire marshal and the jurisdiction with permitting authority. Contractor shall provide County with copies of the written approval. Contractor must perform the Inclement Weather Work in accordance with any applicable County or fire marshal requirements. Contractor may only operate shelters for the period of time permitted by the jurisdiction with permitting authority, including Fire District or fire marshal permit or requirements. Contractor is responsible to request/apply for any permits/extensions by the authority having jurisdiction.
14. Shelter requirements generally. Contractor must provide a minimum of two staff or volunteers during all hours of operation. If more than 30 guests are on site, from the hours of 6pm to 10pm, additional volunteers or staff are strongly recommended to provide safety for all guests, staff and volunteers. From hours of 10 pm to 7am volunteers or staff will provide fire watch and safety check requirements. Contractor shall require staff and volunteers to document shift times to show minimum requirement was met on Sign-in Sheets.
15. **Warming Center requirements:**
 - a. Night Warming shelters must open by 6pm and stay open through at least 7am. Hot beverages and sleeping mats or cots must be available to every guest, and warming center facilities must be heated and have restrooms available.
 - b. Day Warming shelters must open by the time the overnight shelter closes and must remain open until at least 6pm. Hot beverages must be available to every guest, and day shelter facilities must be heated and have restrooms available. Day shelter will be paid based on the

County confirmed number of individuals in the warming center the previous night. Day shelters will be opened on a schedule authorized by County.

- c. Contractor may look at predictions for opening day shelter from 8pm - 11pm on the previous night and has flexibility to also check predictions prior to 7am when day shelter is required to open. However, once the written notification of opening for day shelter has been sent out, Contractor must open for day shelter services, even if the weather prediction for day shelter changes and does not meet the wind chill threshold after the email announcement is sent.
- d. Centers shall send a single e-mail to County and 211 Info staff and other contacts below between 10:00am- 12pm the day of a Warming Center activation as notification that the warming center will be open that night and shall provide notification through the same email method prior to 7am on the same day of day shelter services being activated.

16. Cooling Centers (congregate shelter)

Cooling Centers will open to the general public from Noon to 8pm on all days when the National Weather Service (NWS) has declared that any of the Regions below will be under a Heat Advisory, Watch, or Warning at: [https://-w"\W.weather.gov/portland](https://-w):

- Region: OR006 Portland Metro Area
- Region: OR007 Central Willamette Valley
- Region: OR01 0 North Oregon Cascade Foothills
- Region: OR01 1 North Oregon Cascades

- a. Contractor shall check the above website between 8am-10am.
- b. Contractor must announce opening by 10am through the County email distribution list and must directly notify local Fire and jurisdiction contacts as required by those authorities. The email shall be sent the same day as Cooling Center activation as notification that the Center will be open, and Contractor shall provide notification through the same email method prior to 8pm if overnight services are activated.
- c. If any of the Regions above are listed as being under an Excessive Heat Watch or Warning after 10am, after Contractor has already checked the conditions at the website above on the same day, Contractor will have the option of opening the site for reimbursement.
- d. Contractor shall check National Weather Service (NWS) website (<https://www.weather.gov>) for Special Weather Statements and Advisories that may lead up to the issuance of an Excessive Heat Watch or Warning for the specific center location. The map and legend on the NWS website will show any alerts and the type of alert. If there is an Excess Heat Watch or Warning, Contractor can select the label in the map legend to determine if any of the 4 Regions (National Weather Service Public Forecast Zones) present in Clackamas County are affected: <https://www.weather.gov/wvamap/wwatxtget.php?cwa=pgr&vwa=all>.
- e. If the Excessive Heat Watch/Warning extends past 8pm, County will provide an additional per person reimbursement for each guest who accesses overnight shelter. **Overnight hours: 8pm to 8am.**
- f. Cooling Centers may also be activated when weather conditions do not meet the criteria above after consultation and approval by either the Clackamas County Social Services Director or Program Manager.

- g. Cold beverages must be available to every guest, and facilities must be air conditioned and have restrooms available.
- h. Cooling Centers must provide a minimum of two staff or volunteers during all hours of operation. If more than 30 guests are on site, from the hours of 6pm to 10pm, additional volunteers or staff are strongly recommended to provide safety for all guests, staff and volunteers. If overnight is opened, the hours of 10pm to 7am volunteers or staff will provide fire watch and safety check requirements as met on Sign-in sheets.
- i. Contractor will be paid on a per-person per day basis for days that a Cooling Center is open under the authorization of Clackamas County, in the amounts set forth in Exhibit B, up to an amount not to exceed the total contracted budget for Inclement Weather Work. Occupancy cannot exceed the established occupancy guidelines for the site.

17. Smoke Centers (congregate shelter)

In addition, Contractor shall operate the Smoke Shelter Centers in accordance with the terms and conditions set forth below. **Annually the period that Contractor shall open when conditions below are met is June 1 to October 31:**

- a. Smoke Centers will open to the general public from Noon to 8 PM when the Air Quality Index (AQI) reaches the "Unhealthy (151-200)" level or higher in any zip code that is within 10 miles of the location of the Center. The AQI can be found at: <https://www.airnow.gov/>.

Contractor can enter the zip code into the search bar. If the '**PM2.5 AQI**' measurement reaches the "**Unhealthy (151-200) level or higher**" in any zip code that is within 10 miles of the location of the Center, the condition is met for the Center to open. Zip codes specific to Contractor are:

ZIP CODE	NAME
97013	Canby
97023	Estacada
97038	Molalla
97055	Sandy

- b. Contractor shall check the above website between 8am-10am. **Contractor must announce opening by 10am** through County email distribution list and must directly notify local Fire and jurisdiction contacts as required by those authorities. The email shall be sent the same day as Smoke Center activation as notification that the Center will be open, and Contractor shall provide notification through the same email method prior to 8pm if overnight services are activated.
- c. If the 'PM2.5 AQI' measurement reaches the "Unhealthy (151-200)" level or higher in any of the Zip Codes listed after 10am, after Contractor has already checked the conditions at the <https://airnow.gov/website> on the same day, Contractor will have the option of opening the site for reimbursement.
- d. If there is no time period issued at <https://airnow.gov/> for the "Unhealthy" level duration, Contractor shall check the AQI measurement again between 6pm and 8pm to determine if the site should remain open for the overnight shelter.

- e. If the Unhealthy Air Quality extends past 8 PM, County will provide an additional per person reimbursement for each guest who accesses overnight shelter. **Overnight hours: 8pm to 8am.**
- f. Cold beverages must be available to every guest, and facilities must be air conditioned and have restrooms available.
- g. Smoke Centers must provide a minimum of two staff or volunteers during all hours of the operation. If more than 30 guests are on site, from the hours of 6pm to 10pm, additional volunteers or staff are strongly recommended to provide safety for all guests, staff and volunteers. If overnight is opened, the hours of 10pm to 7am volunteers or staff will provide fire watch and safety check requirements. Contractor shall require staff and volunteers to document shift times to show minimum requirement was met on Sign-in Sheets.
- h. Contractor will be paid on a per-person per day basis for days that a smoke center is open under the authorization of Clackamas County, up to an amount not to exceed the total contracted budget. Occupancy cannot exceed the established occupancy guidelines for the site.
- i. The email distribution list will be provided to Contractor at Agreement execution and at the start of each season. Contractor must directly notify local Fire and jurisdiction contacts as required by those authorities. Once the email notification of opening has been sent out, Contractor is expected to remain open for services, even if the condition to open changes and is not met after the email announcement is sent
- j. County may direct sites to open under **other conditions**. Alternate opening can be negotiated with unusual circumstances but must be pre-approved by County prior to site opening.
- k. The COUNTY may approve **Hotel/Motel Shelter (non-congregate shelter)** in areas where there is no available congregate shelter.

PERFORMANCE REPORTING SCHEDULE AND REQUIREMENTS

Contractor agrees to report data as outlined below to the County:

1. Enter guest count data for warming nights by 8 am the next morning and enter guest count data for cooling and smoke day opening by 8 am following the morning of opening as indicated on online shared Google Document Sheets, to be provided by County.
2. HMIS is a community-wide software solution that is designed to collect client-level information on the characteristics and service needs of people experiencing homelessness. Contractor is required to:
 - a. Collect participant demographics and enter data electronically into HMIS into appropriate HMIS providers, which will be determined by County.
 - b. Ensure that data entry into HMIS occurs in an accurate and timely manner within three (3) business days of program entry date. Contractor must correct data quality, missing information, and null data errors as specified by County prior to invoice submittals, and by the 10th of each month for services in the preceding month.
 - c. Collect, at minimum, universal data elements which include demographic information on all guests experiencing homelessness and housed guests at entry and Re-Entry for

warming, cooling and smoke openings. A Sign-in sheet must be completed each night Contractor is open for warming.

- d. For cooling and smoke shelter, two separate Sign-in sheets must be completed: one for guests staying during the day and one Sign-in sheet for guests that stay overnight, but the HMIS data will only need to be entered one time per 24 hour period.
- e. For guests experiencing homelessness, an HMIS Entry form shall be completed for each client on their first night of stay for warming and on the first day of stay for cooling or smoke. Clients should complete the Entry form only once per client. On subsequent stays at the sites during the Agreement term, repeat clients must complete the HMIS Data Re-Entry form.
- f. Staff or trained volunteers must review all HMIS forms for completeness and legibility, and County's preference is that guests be assisted by site staff in completion of each required form to understand the questions being asked.
- g. For housed guests, County will provide Contractor a Housed Guest data collection form to be completed by guests. Contractor shall first ask if the guest is housed to determine whether the GMIS forms (guests experiencing homelessness) or a Housed Guest data collection for (housed guest) is appropriate for guests to complete. Housed Guest data will not be entered into HMIS but shall have complete information to be reimbursable.
- h. Use County's approved, secure email system to submit invoices and Sign-In Sheets, and Housed Guest forms. HMIS Entry and Re-Entry forms do not need to be submitted electronically, but must be retained by Contractor as noted above, and may be required for additional invoice verification by County.
- i. Collect and retain copies of invoices, Sign-in sheets, and HMIS Entry and Re-Entry, and Housed Guest paper forms in a secure, locked location for required monitoring by County. Template forms for invoices, Sign-in sheets, and HMIS Entry and Re-Entry will be provided to Contractor by County.
- j. Attend meetings and HMIS training hosted by County.
- k. Enter into an agreement with County Community Development division for access to HMIS
- l. Ensure only authorized Contractor staff trained by County shall access the HMIS software. Contractor is required to maintain all Sign-in sheets, HMIS forms, and Housed Guest forms, in a locked file on site for audit and monitoring by County regardless of electronic or hardcopy collection.
- m. Review HMIS data and Sign-in sheets prior to electronic entry into HMIS software and make every effort to collect data that is legible and complete. Data that County determines is incomplete will not be reimbursed.
- n. Shall comply with current HMIS Policy and Procedures and adhere to all HMIS reporting requirements.

County staff:

Eric Wegener: ewegener@clackamas.us (Housing & Community Development - HMIS)

Vahid Brown: vbrown@clackamas.us (Housing & Community Development Deputy Director)

Emergency Operations Center (EOC):

clackemdutyofficer@clackamas.us

211 Info staff:

support@211info.org

Winter Shelter- St. John's Episcopal Church

CONTRACTOR RESPONSIBILITIES

When Contractor provides winter shelter beds at the St. John's Episcopal Church, the following terms and conditions shall apply:

1. Contractor shall provide shelter staffing and support services in emergency congregate Winter shelter beds for vulnerable houseless neighbors in Clackamas County during the Winter season.
2. Contractor shall participate in required Warming Center Start Up meeting and trainings. Every endeavor will be made to schedule at a time that is workable for all providers.
3. No fees shall be charged to persons who are homeless for participating in any project funded services.
4. Contractor shall provide overnight warming center services at **2036 SE Jefferson St, Milwaukie, Oregon**, to un-housed individuals during periods of severe weather:
5. Warming Centers must provide a minimum of two staff or volunteers during all hours of operation. If more than 30 guests are on site, from the hours of 6pm to 10pm additional volunteers or staff are strongly recommended to provide safety for all guests, staff and volunteers. From hours of 10pm to 7am volunteers or staff will provide fire watch and safety check requirements. Contractor shall require staff and volunteers to document shift times to show minimum requirement was met on Sign-in Sheets.
6. Warming Centers must be activated (and this may occur without prior conversation with the CCSS Director or Program Manager) on nights when the actual temperature, including wind chill, is predicted (between the hours of 10 AM and 12 noon) to fall below 33 Degrees Fahrenheit, including wind chill factor, by the National Weather Service at the link provided below.

Day shelter services must be activated (and this may occur without prior conversation with the CCSS Director or Program Manager) on days when the actual temperature, including wind chill, is predicted to fall below 33 Degrees Fahrenheit, including wind chill factor, by the National Weather Service at the link provided below.

Link at:

<https://forecast.weather.gov/MapClick.php?textField1=45.34&textField2=-122.59>

Warming Centers must be activated during the first night of this alert. As it is impossible to predict all severe weather scenarios, Warming Centers may also be activated when weather conditions do not meet the criteria above after consultation and approval by either the HCDD Deputy/Director or Program

Manager. Examples include but are not limited to predicted high winds, flood watches, flood warnings or extremely heavy rain.

7. Warming Centers must open by 6 PM and stay open through at least 7 AM. Hot beverages and sleeping mats or cots must be available to every guest, and warming center facilities must be heated and have restrooms available.
 - a. Day shelters must open by the time the overnight shelter closes and must remain open until at least 6PM. Hot beverages must be available to every guest, and warming center facilities must be heated and have restrooms available. Day shelter will be paid based on the County confirmed number of individuals in the warming center the previous night. Day shelter is opened as described and as authorized by County in Exhibit A, but during the daytime.
8. Warming Centers may elect to serve the general houseless population or to serve women and families. However, women and families may not be excluded from any warming center/shelter.
9. If allowed by the jurisdiction with permitting authority, warming centers may choose to operate on nights that are not approved by County for opening warming centers, but Contractor will not receive reimbursement from the County for those nights.
10. Contractor agree to allow County to include information on warming center availability, address, and volunteer needs in media releases and websites, including, but not limited to 211, the County website, and through social media, such as, but not limited to, Facebook and Next Door.
11. Warming centers shall send a single e-mail to County and 211 Info staff and other contacts below between 10:00 a.m. - 12pm the day of a Warming Center activation as notification that the warming center will be open that night and shall provide notification through the same email method in a reasonable time frame for day shelter activation.

County Staff:

Lauren Decker: ldecker@clackamas.us (Housing & Community Development – Human Services Mngr)
Jaymi Stark: jstark@clackamas.us (Housing & Community Development – Lead Contracts Specialist)
Eric Wegener: ewegener@clackamas.us (Housing & Community Development - HMIS)
Vahid Brown: vbrown@clackamas.us (Housing & Community Development Deputy Director)

Emergency Operations Center (EOC):

clackemdutyofficer@clackamas.us

Clackamas County Sheriff's Office (CCSO):

grahampha@clackamas.us
seancol@clackamas.us

211 Info Staff:

support@211Info.org

Clackamas Fire:

Amyjo Cook: Amyjo.cook@clackamasfire.com
Greg Ramirez: Greg.ramirez@clackamasfire.com

12. Warming Center services must be provided in a trauma informed and wholly secular manner.
13. Warming Centers may not categorically exclude persons fleeing domestic violence.

14. Warming Centers must ensure a welcoming and safe environment for people of all genders, including persons who identify as transgender or non-binary. However, proposals for gender specific warming centers may also be considered if consistent with Fair Housing law pertaining to Warming Centers including HUD's Equal Access law.
15. Warming Centers may not require guests to be clean and sober or pass urinalysis or breath testing. However, warming centers may have rules disallowing alcohol or drug possession or use on premises. Additionally, warming centers must incorporate harm reduction into their service delivery.
16. Warming Centers may have rules to ensure a safe environment, but these rules must be in plain language and as streamlined as possible. Warming Center rules must align with Fair Housing law pertaining to Warming Centers.
17. If a guest has to leave due to disruption or of their own free will, Contractor may consult with County on whether bed night or day shelter rate is allowable. Regardless of the situation, no bed nights or day shelter will be reimbursable if the Contractor does not have complete and accurate HMIS data for the guest.
18. Warming Centers must comply with all relevant health, fire, and life safety codes.
19. Contractor must submit to County written approval to open and operate as a temporary emergency shelter (including occupancy certification) from the local fire marshal and the jurisdiction with permitting authority. **Contractor shall comply with the City and the Clackamas Fire District #1 Temporary Emergency Shelter Policy. Regardless of the term of Contractor's contract with County, warming center sites may only be used as a temporary shelter for the period of time permitted by the jurisdiction with permitting authority, including Fire District or Fire Marshall permit or requirements. Contractor is responsible to request/apply for any permits/extensions by the authority having jurisdiction.**
20. Warming Centers must have a written harm reduction policy that addresses under what circumstances and for what conduct people may be excluded from the warming center and for what period of time. In the event a person is excluded under the harm reduction policy, warming centers must document the reason for the exclusion and the duration. Warming Centers must make a diligent effort to ensure that the excluded person has an alternate safe place to sleep.
21. Contractor shall perform Criminal Background checks and have specific screening criteria for all staff and volunteers who will be performing direct services under this contract. Policies must be in place to disqualify any persons who have committed violent crimes, crimes against children, or other crimes that are incompatible with this project. Policies must also be in place to ensure the safety of participants should criminal arrests and/or convictions occur during the Contract term. If a volunteer or employee of Contractor has a break in service, and does not work for 60 days or more for Contractor, or Contractor has knowledge or information that a crime may have been committed by the staff or volunteer, then another criminal background check must be completed prior to working for Contractor

REPORTING

Contractor agrees to report data as outlined below by the County:

1. Enter data daily on Contractor bed night and day shelter counts as indicated on online shared Google document Sheet, to be provided by County.
2. HMIS is a community-wide software solution that is designed to collect client-level information on the characteristics and service needs of people experiencing homelessness. Contractor is required to:

- a. Collect participant demographics and enter data electronically into appropriate HMIS providers, which will be determined by county.
- b. Ensure that data entry into HMIS occurs in accurate and timely manner within three (3) business days of program entry date. Contractor must correct data quality, missing information, and null data errors as specified by County and/or Oregon Housing & Community Service (OHCS) prior to invoice submittals, and by the 10th of each month for services in the preceding month.
- c. Collect, at minimum, universal data elements which include demographic information on all clients at entry. A sign-in sheet must be completed each night Contractor is open. A HMIS Entry form shall be completed for each client on their first night stay at the warming center. Clients should complete the Entry form only once per client. On subsequent stays at the warming center during the contract term, repeat clients must complete the HMIS Data Re-Entry form. Warming center staff or trained volunteers must review all HMIS forms for completeness and legibility, and County's preference is that guests be assisted by warming center staff in completion of each required form to understand the questions being asked.
- d. Use County's approved, secure email system to submit invoices and sign-in sheets. HMIS Entry and Re-Entry forms do not need to be submitted but must be retained by the Contractor as noted above and may be requested for additional invoice verification by County.
- e. Collect and retain copies of invoices, sign-in sheets, and HMIS Entry and Re-Entry paper forms in a secure, locked location for required monitoring by County. Template forms will be provided to the Contractor by the County.
- f. Ensure only authorized Contractor staff trained by County shall access the HMIS software.
- g. Shall comply with current HMIS Policy and Procedures and adhere to all HMIS reporting requirements.

Crisis Center Shelter Operations and Case Management Services

Contractor will provide shelter operations and case management services for the new County's Housing Stabilization Center. This new program will provide short-term stay options for program participants that need temporary housing as part of their stabilization. The housing stabilization program will serve 12-15 houseless adults at a time for an anticipated duration of 30-60 days. Contractor will also support the program with case management services.

Shelter Operations

Contractor will provide shelter operations including but not limited to the following activities:

- Taking referrals of eligible participants from Coordinated Housing Access (CHA), and conducting rigorous outreach to referred households and facilitating their voluntary placement in the program.
- Maintaining access to and scheduling of the stabilization beds.
- Conducting Homeless Management Information System (HMIS) intake, annual, and exit paperwork and data entry requirements.
- Providing milieu management, including supporting community-building activities among participants and identifying and promoting opportunities for participant involvement and leadership in community activities at the Housing Stabilization Center.
- Providing 24-hour on-site staff with adequate skills and, where appropriate, certification enabling them to address behavioral health needs of participants.
- Coordinating and calendaring services and activities on-site.
- Coordinating and calendaring volunteer activities and tours at the site.
- Work in collaboration with the 23-Hour Stabilization Center to identify program participants with needs across the respective programs (both behavioral health and housing needs).
- Coordinate with security services to ensure a mixed security model, which includes trauma informed personnel.

Case Management Services

Contractor will provide case management services to program participants, including but not limited to the following activities:

- Developing Individualized Service Plans with each participant and supporting participants in reaching their goals.
- Assessing participant housing barriers, needs, and preferences.
- Assisting participants in accessing benefits, employment, mental and physical health services, addictions and recovery services, removing housing barriers, and generally supporting the needs of participants as they transition to long-term housing stability upon exiting the program.
- Assisting participants in accessing permanent housing supports, including vouchers and rent assistance, and providing housing search assistance, including researching available units, contacting landlords, and accompanying participants on apartment tours.
- Providing assistance with housing application preparation, housing application appeals, and reasonable accommodation requests necessary 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.

Facilities Management Functions

The Clackamas County Stabilization Center and its facilities are the property of the County. The County maintains responsibility for overall maintenance and property management needs of the facility.

Contractor will liaise with appropriate staff at the County in support of the County's maintenance and facilities 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.

Facilities management could include, but is not limited to, maintenance, repairs, materials and supplies, landscaping, housekeeping, cleaning, utilities, and ensuring that the overall condition of the property and its infrastructure are maintained and meet standards defined by the County.

Contractual Benchmarks and Targets Addendum

Benchmarks and Timeline:

1. Staff complete Housing First Response training. Contractors must make a good-faith effort to enroll newly hired staff in the next available training session, with completion expected no later than 12 months from hire, contingent on training availability and seat capacity. Email housingservices@clackamas.us to register for the training.
2. 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.
3. If Contractor works with or utilizes Housing Authority Clackamas County (HACC) vouchers, staff must complete HACC voucher training and orientation as available within 180 days of being hired.
4. Direct service, outreach staff, and staff from PSH properties with openings will begin to participate (and will continue participating) in monthly in By Name List (BNL) case conferencing within 30 days of being hired.
5. Staff providing direct services and supervision should attend trainings appropriate to their program type as required by the program model and as trainings are available, i.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting, and any other program-specific required trainings.

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 performance targets will result in the following progressive action:

- First time missing a benchmark/not making progress on performance targets:
- A monitoring meeting will be set up between the Contractor and the Contract Manager to identify barriers and possible solutions.
- Contractor and Contract Manager devise a plan with specific action steps and supports needed to address performance concerns.
- Second time missing a benchmark/not making progress on performance targets:
- Another monitoring meeting set involving HST leadership to discuss performance concern.
- Issuance of a performance letter and implementation of a Performance Improvement Plan (PIP), including specific corrective actions and a clear explanation of consequences for not meeting performance standards.
- Third time missing a benchmark/not making progress on performance targets or goals set in the PIP:

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

HST will use Homeless Management Information System (HMIS) and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 90 days (once staff are hired) if there are challenges meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

Incorporate and adhere to the guiding principles and expectations set forth below:

1. Adhere to all applicable Fair Housing laws.
2. Support Contractor in creating policy manual, as needed.
3. Provide HMIS access, training, and support.
4. Provide connections to CHA and Housing First Response/diversion training.
5. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed.
6. Provide information, access, and/or support for staff to attend professional development training.
7. Connect all contracted programs with the overall system of services for people experiencing homelessness.
8. Support both formal and informal partnerships between provider organizations, including those newly formed.
9. 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
10. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.
11. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
12. Assist with program access prioritization, including applying the override procedure, as needed.
13. Incorporate participant voice in programming decisions.
14. Maintain effective working relationships with contracted providers.
15. Attend and host training and community/systems meetings.
16. Collaborate in the creation of necessary program protocols and forms.
17. Support Contractor in identifying and re-matching households as needed, when capacity allows and request meets transfer protocol. Transfers will happen across contracted providers.
18. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
19. Apply the process as outlined in the benchmark section described above.

Reporting Requirements

Contractor Reporting Responsibilities:

1. Adhere to all data reporting requirements stated in Article II, Section 31 of the Contract.
2. Work with HST to continually improve on performance targets.

3. Work with the HST Data Team to support the administration of participant surveys and metrics reporting and support HST in any collection of information needed in support of Metro quarterly and annual reporting, as needed, such as participant success stories.
4. Conduct post-program-exit follow-up assessments at 6-months post-exit.
 - a. Enter the results into HMIS.
5. Support administration of surveys to participants.
6. 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 program for Contract compliance.

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

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

Targets

Definition: Targets are specific and measurable outcomes by which Contractor’s performance is evaluated. *Not all program types are applicable to all contracts.*

Outcome	Performance Targets	Data Source	Program Types
Data Completeness	95% participants entered in HMIS within 3 business days of intake, ensuring Universal Data Element (UDE) completeness.	HMIS	All
Data Accuracy	95% of changes in participant status updated in HMIS within 3 business days, including updating program entries, exits, annual review, status changes and entering case managers.	HMIS	All
Housing Stability	On avg, the amount of time from 1 st contact to program engagement will be no more than 30 days.	HMIS	Outreach
Effective Services	Make 1 st effort at contact with people referred from by name list within 5 business days. Complete CHA assessment/BNL entries of newly homeless within 3 days of engagement. Contact made with at least 45% percent of target households within the first 6 months of contract.	HMIS	Outreach

	50% of participants with at least 1 contact will fully engage in services. 90% of eligible service area has adequate outreach coverage.	GIS Tool	
Housing First Response/Dive rsion	At least 10% of those referred to or seeking shelter are provided with Housing First Response to find other safe, temporary shelter or long-term options, diverting them from entering the shelter/program.	HMIS	SOS STRA
Effective Services	Non-Pod Programs: Average length of program participation below 90 days, with a goal to reduce to 45 days. Pod Programs: Average length of program participation below 365 days, with a goal to reduce to 274 days. Average time from entry to connection to housing resource within 30 days.	HMIS /Comp Site HMIS HMIS	SOS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity.	HMIS - See Data outcomes	SHCM RRH SOS NAV
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	Outreach SOS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition. Agencies will need to complete annual reviews in HMIS for this to be reflected.	HMIS - Outcome tab	SHCM RRH
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are relocated to a new rental unit without a break in supportive services.	HMIS, case notes	SHCM RRH
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 outcomes tab	SHCM
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6-month follow-up assessment.	HMIS	SHCM STRA
System Coordination	Attend a minimum of 90% of required meetings. Program-specific staff must attend and actively engage in all relevant meetings as outlined in the Monthly HST calendar.	Virtual attendance report (ex. Zoom or Teams)/Sign-in sheets	ALL

*(NAV – Navigation, SHCM – Supportive Housing Case Management, RRH – Rapid Rehousing, SOS – Safety off the Streets, STRA – Short Term Rent Assistance)

**EXHIBIT B
Budget**

TFHSM 10702 FY27 Budget		
Line Item Category	Narrative/Description	Funds Requested
Saftey off the Streets - 400705		
Personnel		
Executive Director	.5 FTE	\$ 82,400
Deputy Director	.90 FTE	\$ 128,853
Hotel Program Manager	1 FTE	\$ 86,417
Case Manager Leads	2 FTE	\$ 153,738
Case Managers	3 FTE	\$ 195,597
Medical Case Manager	1 FTE	\$ 73,686
Resident Support Specialists	2 FTE	\$ 111,217
Care Coordinator	1 FTE	\$ 81,113
CHA Administrator	1 FTE	\$ 69,951
Administrative Assistants	2 FTE	\$ 139,462
Taxes & Benefits	20%	\$ 224,487
Personnel Subtotal:		\$1,346,920.62
Program Operations - Materials and Supplies		
Mileage		\$ 15,000
Cell Service		\$ 11,000
Devices (computers/wifi/accessories)		\$ 5,000
Education & Training		\$ 5,000
Staff Professional Development		\$ 3,000
Office Supplies		\$ 3,000
Contracted Services	Security	\$ 400,000
Program Operations - Materials and Supplies Subtotal:		\$442,000.00
Client Services		
Flex Funds		\$ 145,700
Client Services Subtotal:		\$145,700.00
Indirect Administration		
Overhead/Admin	13% +/-	\$ 251,462
Indirect Subtotal:		\$251,461.68
Subtotal:		\$2,186,082.30
Resource Navigation - 400706		
Personnel		
Housing & Navigation Specialist	1 FTE	\$ 65,199
Medical Navigator	1 FTE	\$ 70,349
Taxes & Benefits	20%	\$ 27,110
Personnel Subtotal:		\$162,657.60
Program Operations - Materials and Supplies		
Mileage		\$ 5,000
Cell Service		\$ 1,800
Training/Development		\$ 1,400
Program Operations - Materials and Supplies Subtotal:		\$8,200.00
Client Services		
Flex Funds		\$ 104,000
Client Services Subtotal:		\$104,000.00
Indirect Administration		
Overhead/Admin	13% +/-	\$ 35,732
Indirect Subtotal:		\$35,732.23
Subtotal:		\$310,589.83

SHCM - 400707		
Personnel		
Retention Specialist Lead	1 FTE	\$ 77,930
Retention Specialists	3 FTE	\$ 211,511
Taxes & Benefits	20%	\$ 57,888
Personnel Subtotal:		\$347,328.36
Program Operations - Materials and Supplies		
Mileage		\$ 9,000
Cell Service		\$ 3,500
Devices (computers/wifi/accessories)		\$ 1,600
Training/Development		\$ 1,500
Program Operations - Materials and Supplies Subtotal:		\$15,600.00
Client Services		
Flex Funds		\$ 198,037
Client Services Subtotal:		\$198,037.23
Indirect Administration		
Overhead/Admin	13% +/-	\$ 72,926
Indirect Subtotal:		\$72,925.53
Subtotal:		\$633,891.12
Rapid Rehousing - 400706 - CGF		
Personnel		
Housing & Navigation Specialist	1 FTE Language Specific	\$ 75,808
Taxes & Benefits	20%	\$ 15,162
Personnel Subtotal:		\$90,969.60
Program Operations - Materials and Supplies		
Mileage		\$ 2,100
Cell Service		\$ 741
Devices (computers/wifi/accessories)		\$ 3,000
Training/Development		\$ 500
Program Operations - Materials and Supplies Subtotal:		\$6,341.00
Client Services		
Flex Funds		\$ 23,850
RRH Rent	Rental Assistance	\$ 200,000
Client Services Subtotal:		\$223,850.00
Indirect Administration		
Overhead/Admin	13% +/-	\$ 41,751
Indirect Subtotal:		\$41,751.40
Subtotal:		\$362,912.00

Inclement Weather - 400705		
Personnel		
Program Manager	.5 FTE	\$ 26,265
Volunteer Coordinator	1 FTE	\$ 70,504
Behavioral Health	\$275.00 x 60 nights & 10 days	\$ 20,000
Taxes & Benefits	0.2	\$ 19,354
Personnel Subtotal:		\$136,122
Program Operations - Materials and Supplies		
Bed Night Rate	\$55 per night/49 clients/60 nights	\$ 161,700
Bed Day Rate	\$55 per day/99 clients/10 nights	\$ 54,450
Mileage		\$ 2,500
Cell Service		\$ 1,000
Devices	computers/wifi/accessories	\$ 1,200
Program Operations - Materials and Supplies Subtotal:		\$220,850
Client Services		
Flex funds		\$ 11,000
Client Services Subtotal:		\$11,000
Indirect Administration		
Overhead/Admin	13% +/-	\$ 47,836
Indirect Subtotal:		\$47,836
Subtotal:		\$415,808.59
St. Johns Warming Shelter - 400705		
Personnel		
Program Manager	.5 FTE	\$ 26,265
Staff	2 PTE (multi staff coverage)	\$ 16,000
Behavioral Health	\$275.00 x 60 nights & 10 days	\$ 20,000
Taxes & Benefits	0.2	\$ 8,453
Personnel Subtotal:		\$70,718
Program Operations - Materials and Supplies		
Mileage		\$ 600
Cell Service		\$ 600
Devices (computers/wifi/accessories)		\$ 1,000
Training/Development		\$ 1,500
Program Operations - Materials and Supplies Subtotal:		\$3,700
Client Services		
Flex funds		\$ 11,500
Client Services Subtotal:		\$11,500
Indirect Administration		
Overhead/Admin	13% +/-	\$ 11,169
Indirect Subtotal:		\$11,169
Subtotal:		\$97,087.34

Crisis Stabilization - 400705		
Personnel		
Deputy Director	.10 FTE	\$ 12,360
Program Manager	1 FTE	\$ 90,640
Shelter Lead	1 FTE	\$ 72,100
Operations Staff/Team Leads	5 FTE	\$ 300,000
PSS/CRM	4 FTE	\$ 220,000
Case Manager	1 FTE	\$ 65,000
Navigator	1 FTE	\$ 65,000
Shelter Staff	1FTE (multi staff position)	\$ 64,000
Taxes & Benefits	0.2	\$ 177,820
Personnel Subtotal:		\$1,066,920
Program Operations - Materials and Supplies		
Program Operations	meals, program materials & Supplies	\$ 50,000
Equipment & Cleaning Supplies		\$ 20,000
Mileage		\$ 5,970
Cell Phones		\$ 10,000
Staff Training & Development		\$ 6,000
Program Operations - Materials and Supplies Subtotal:		\$91,970
Client Services		
Contracted Services	Security (CANNOT CHANGE - SHARED FUNDING)	\$ 287,165
Flex Funds		\$ 50,000
Client Services Subtotal:		\$337,165
Indirect Administration		
Overhead/Admin	13% +/-	\$ 194,487
Indirect Subtotal:		\$194,487.15
Subtotal:		\$1,690,542.15
Total Budget:		\$5,696,913