

June 12, 2025

Board of County Commissioners
 Clackamas County

Approval of an Amendment to a Personal Services Contract with Northwest Housing Alternatives for emergency shelter and navigation, supportive housing case management, and connections to stable housing services. Amendment Value is \$2,082,459.99 for 1 year. Total Agreement Value is \$6,659,965.55 for 4 years. Funding is through Supportive Housing Services Measure funds. No County General Funds are involved.

Previous Board Action/Review	Original Contract Approved by Housing Authority Board, November 3, 2022-20221103 I.B Contract Assigned to the County, July 21, 2022, 20220721 III.G.9 Amendment #1 approved by the department on March 1, 2023 Amendment #2 approved, July 31, 2023 by the Department Amendment #3 approved, September 7, 2023- 20230907 III.C.11 Amendment #4 approved, June 27, 2024, 20240627 V.G.17		
Performance Clackamas	1. This funding aligns with H3S’s Strategic Action Plan goal of increasing 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) 332-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #5 to Contract #10867 with Northwest Housing Alternatives, Inc. (NHA) for emergency shelter and navigation, supportive housing case management and connections to stable housing services for another fiscal year.

Through this Contract NHA will operate a non-congregate emergency shelter program utilizing hotel/motel units for families with children under the age of 18. The program will serve 13 households annually with emergency shelter and housing navigation services. This emergency housing program will be time-limited, working toward a goal of moving participants to safe, stable, permanent housing resources within an average of 45 days from move-in. Children residing in a shelter will receive assistance attending a former or a neighborhood school. All shelter programs will be connected with housing navigation and placement services, long-term supportive housing case management, and rental assistance to connect participants with and help maintain permanent housing.

This Amendment will also continue services for the Connections to Stable Housing (CSH) and Supportive Housing Case Management

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(SHCM) programs. CSH will serve no less than 40 households annually with rapid rehousing services (housing search assistance, short-term rental assistance, and case management). SHCM will provide supportive services to no less than 50 households in permanent housing to ensure they have the support to remain stably housed.

Funding for this amendment is provided through Supportive Housing Services Funds.

RECOMMENDATION: Staff respectfully requests that the Board of County Commissioners approve Amendment #5 (10867) and authorize Chair Roberts or his designee to sign on behalf of Clackamas County.

Respectfully submitted,



Mary Rumbaugh

Director of Health, Housing & Human Services

AMENDMENT # 5
TO THE CONTRACT DOCUMENTS WITH
NORTHWEST HOUSING ALTERNATIVES, INC.
Contract # 10867

This Amendment #5 is entered into between **Northwest Housing Alternatives, Inc.** (“Contractor”) and Clackamas County, on behalf of its Housing and Community Development Division (“County”), and shall become part of the Contract documents originally entered into between Contractor and the Housing Authority of Clackamas County on **November 3, 2022** (“Contract”).

The Purpose of this Amendment #5 is to make the following changes to the Contract:

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

The Contract termination date is hereby changed from June 30, 2025 to June 30, 2026.

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

Exhibit A is hereby deleted in its entirety and replaced with the revised in **Exhibit A to this Amendment #5**, attached hereto and incorporated by this reference herein. Contractor agrees to perform the Work specified in Exhibit A to this Amendment #5.

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

In consideration for Contractor performing Work during the extended term of this Contract, County will pay Contractor an amount not to exceed \$2,082,459.99. Consideration is on a budget reimbursement basis in accordance with the revised budget, attached hereto as **Exhibit B** to this Amendment #5 and incorporated by this reference herein. The total Contract amount shall not exceed \$6,659,965.55.

ORIGINAL CONTRACT	\$ 560,000
AMENDMENT #1	\$ 0 (Language update)
AMENDMENT #2	\$ 0 (Time Extension)
AMENDMENT #3	\$ 1,935,044.96 (Additional Scope/Funding)
AMENDMENT #4	\$ 2,082,460.60 (Additional Scope/Funding)
<u>AMENDMENT #5</u>	<u>\$ 2,082,459.99 (Additional Scope/Funding)</u>
TOTAL AMENDED CONTRACT	\$ 6,659,965.55

Except as expressly amended above, all other terms and conditions of the Contract shall remain in full force and effect.

Signature Page Follows

By signature below, the parties agree to this Amendment #5, effective upon the date of the last signature below.

Northwest Housing Alternatives, Inc.

Clackamas County

Trell Anderson May 16, 2025
Authorized Signature Date

Trell Anderson
Printed Name

Signature Date

Name: _____

Title: _____

Approved as to Form:

Amanda Kelly 5/20/2025
County Counsel Date

**EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK**

Shelter Services Program Design

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

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

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

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

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

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

programs must provide a place to stay 24 hours/day, 365 days a year. All shelter programs will be connected to or partner with housing navigation and placement services, long-term supportive housing case management, and rental assistance to connect participants with and help maintain permanent housing. HST will facilitate connections, as needed.

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

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

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

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

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

- Direct staff support for securing food, transportation, and other basic services for households in 13 non congregate shelter units.
- Shelter intake/CHA assessment completion
- Housing First 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 for additional facilitation or support.
- In partnership with navigation contractors, assist in addressing housing barriers, needs, and preferences of participants. Including completion, submission, and tracking of housing documents or applications.
- Develop a process in coordination with HST, to follow up with households exiting shelter programs to homelessness. Assure adequate connections to services after program exit.
- If participant is unable to shelter semi-independently, support timely transition to higher level of care or long-term residential treatment programs.

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

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

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

Shelter Services Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of entry	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS
Housing First Response/Diversion	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.	HMIS
Effective Services	Average length of program participation below 90 days, with a goal to reduce to 45 days.	HMIS
	Average time from entry to connection to housing resource within 30 days.	HMIS
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with Contractor	HMIS
System Coordination	Attend 90% percent of meetings. Program specific staff will attend and engage in relevant/required meetings. See Monthly HST calendar for guidance.	Virtual attendance report (ex. Zoom or Teams app) /Sign in sheets

Benchmarks and Timeline:

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

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

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

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

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

HST Benchmark and Timeline responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth below
2. Adhere to all applicable Fair Housing laws
3. Support Contractor in creating policy manual, if needed
4. Provide HMIS access, training, and support
5. Provide connections to CHA and Housing First Response/ Diversion training
6. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
7. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
8. Connect all contracted programs with the overall system of services for people experiencing homelessness
9. Support both formal and informal partnerships between provider organizations,

- including those newly formed
10. Facilitate connections to broader systems of care, including but not limited to:
 - a. Housing
 - b. Workforce
 - c. Education
 - d. Foster care
 - e. Department of Human Services
 - f. Domestic Violence
 - g. Community corrections
 - h. Healthcare, both physical and mental
 - i. Substance use treatment
 - j. Peer Support
 11. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
 12. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
 13. Assist with program access prioritization, as needed
 14. Incorporate participant voice in programming decisions
 15. Maintain effective working relationships with Contractor
 16. Attend training and community/systems meetings
 17. Provide or assist with creation of necessary participant/program forms
 18. Support Contractor in identifying and re-matching households that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across Contractor.
 19. Coordinate with Contractor to participate in by-name-list case conferencing meetings
 20. Apply the process as outlined in the Benchmark section described above

Reporting Requirements

Contractor Reporting Responsibilities:

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

HST Reporting Responsibilities:

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

6. Review and identify strengths and weaknesses from participant feedback report with Contractor
7. Monitor for contract compliance

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

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

Connections to Stable Housing (RRH) Program Design

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

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

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

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

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

Services offered by Contractor must be voluntary for participants and must be based on participants' stated needs and preference. Rental subsidy and case management is provided to stabilize households. Participant portion of the rent will follow rapid rehousing rent assistance best practices to move the

participant toward paying 100% of their rental costs as soon as possible. Rental subsidy will not necessarily be a percentage. Providers shall consider the income information for the last 30 days collected at intake to determine the percentage or amount each program participant must pay while receiving assistance. The determination will be documented in the client file. Each provider must create a RRH rent calculation policy and submit to the Housing Services Team (HST) for approval.

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

Prior to placement, Contractor will provide:

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

After housing placement, Contractor will provide:

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

Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness & Accuracy	95 % participants entered in HMIS within 10 business days of intake	HMIS
Data Accuracy	95% of changes in participant status updated in HMIS within 10 days, including updating program entries, exits, annual review, status changes and entering case managers	HMIS

Optimal Occupancy	Once at full program capacity, maintain at least 87% occupancy, based on stated capacity	HMIS
Ending Homelessness	At least 87% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 87% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 87% of households who exit to permanent housing, remain in permanent housing as of 6 month follow-up assessment	HMIS

Benchmarks and Timeline:

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

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

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

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

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

HST Benchmark and Timeline responsibilities

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

Reporting Requirements

Contractor Reporting Responsibilities:

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

HST Reporting Responsibilities:

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

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

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

Supportive Housing Case Management/Retention (“SHCM”) Program Design

Contractor shall provide a supportive housing case management program. Supportive housing is affordable housing combined with ongoing services that are flexible, participant-driven, not time-limited, and voluntary to assist households who are experiencing homelessness in achieving housing stability and personal wellness. The program will assist households in maintaining permanent housing within the Metro jurisdictional area.

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

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

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

The program will assist no less than 50 households with supportive housing case management. The expected case manager to participant ratio is approx. 1:25. As more participants are added to the case load, more staff must be added to accommodate them.

Case management services are dedicated to ensuring participants remain in permanent housing long-term either through ongoing housing subsidy and support or by "graduating" from rental subsidy and/or intensive case management. Program case managers and leadership will work with HST SHCM program coordinator on housing retention, capacity building and training needs.

Specific components of supportive housing case management include, but are not limited to:

- Intensive, relationship based, and trauma informed one-on-one case management focused on housing stabilization and lease compliance offered at least monthly (and in most cases, weekly). 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
 - Create a housing stability action plan and housing goals for each household, including wraparound services, which are determined by participants and focused on housing success.
 - Evaluate progress, as defined by the participant, and adjust plan as needed
 - Ensure each participant has a monthly plan to pay their portion of the rent/utilities; money management support
 - Assistance responding to RLRA requirements including inspections and paperwork completion
 - Act as a landlord contact and assist in landlord relationship development
 - Education on tenant and landlord rights and responsibilities
 - Regular communication with the tenant and property management
 - Early intervention and support to address issues that could jeopardize housing stability
 - Problem solving and crisis management
 - Connection to independent living supports and/or provision of life skills training, as needed
 - Connections to education and employment opportunities

- Assistance (or connections to assistance) with applying for SSI/SSDI using the SOAR model, and other mainstream benefits, when appropriate.
- Appropriate use of flexible funding to support housing stability and wellness goals
- Assistance with house cleaning and unit maintenance as needed to ensure lease compliance
- Coordination and connections with other supportive services as needed
- Plan to “graduate” from housing subsidy and/or intensive housing case management services, as appropriate using "Move On” policy.

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Accuracy	95% data completeness in HMIS	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition.	HMIS
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
Ending Homelessness	At least 95% of households will either maintain housing within the program for at least 12 months or exit the program to a permanent housing destination	HMIS
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6 month follow-up assessment	HMIS

Benchmarks and Timeline:

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

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

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

- First time missing a benchmark/not making progress on goals
 - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark/not making progress on goals
 - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark/not making progress on goals

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

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

HST Benchmark and Timeline responsibilities

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

Reporting Requirements

Contractor Reporting Responsibilities:

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

HST Reporting Responsibilities:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans

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

Exhibit B Budget

FY 2025-2026 Budget		
Line Item Category	Narrative/Description	2025-2026 Budget
Safety Off The Streets		
Personnel		
Personnel	0.10 FTE - Program Manager: Wages	\$ 12,378.88
	1.50 FTE - Shelter Aides: Wages	\$ 98,625.43
	Taxes and benefits	\$ 33,016.68
Personnel Subtotal:		\$ 144,020.99
Program Operations - Materials and Supplies		
Direct Overhead	IT, Professional services	\$ 20,058.97
Occupancy	Utilities, Janitorial, R&m, Insurance	\$ 17,539.31
Fleet	NHA shared fleet	\$ 1,757.18
Program Costs	Supplies, training, mileage, In-kind	\$ 15,634.49
Program Operations - Materials and Supplies Subtotal:		\$ 54,989.95
Client Services		
Hotel Vouchers	8 HH at a time 5% vacancy rate	\$ 252,377.52
Client Services Subtotal:		\$ 252,377.52
Indirect Administration		
Overhead/Admin	15% or Federally approved indirect rate <i>*effective 7/2025</i>	\$ 67,708.27
Total Indirect:		\$ 67,708.27
Safety off the Streets Subtotal:		\$ 519,096.73
Rapid Rehousing		
Personnel		
Personnel	0.14 FTE - Program Director: Wages	\$ 23,451.80
	0.3 FTE - Program Manager: Wages	\$ 37,181.64
	0.25 FTE - Data Analyst: Wages	\$ 18,903.64
	0.50 FTE - Program Coordinator: Wages	\$ 49,923.07
	2.00 FTE - Case Managers: Wages	\$ 145,660.39
	0.50 FTE - Specialist	\$ 31,500.00
	Taxes and Benefits	\$ 96,585.47
Personnel Subtotal:		\$ 403,206.01
Program Operations - Materials and Supplies		
Deposits/Rental Assistance		\$ 270,346.87
Emergency Rental Assistance		\$ 55,120.00
Program Operations - Materials and Supplies Subtotal:		\$ 325,466.87
Client Services		
Navigation/Placement		
Flex funds		\$ 46,567.28
Client Services Subtotal:		\$ 46,567.28
Indirect Administration		
Overhead/Admin	15% or Federally approved indirect rate	\$ 116,286.02
Total Indirect:		\$ 116,286.02
Rapid Rehousing Subtotal:		\$ 891,526.18

Supportive Housing Case Management		
Personnel		
Personnel	0.14 FTE - Program Director: Wages	\$ 23,451.80
	0.3 FTE - Program Manager: Wages	\$ 37,181.64
	0.25 FTE - Data Analyst: Wages	\$ 18,903.64
	0.50 FTE - Program Coordinator: Wages	\$ 49,923.07
	1.50 FTE - Case Managers: Wages	\$ 120,635.32
	0.50 FTE - Specialist: Wages	\$ 31,500.00
	Taxes and Benefits	\$ 88,702.57
Personnel Subtotal:		\$ 370,298.04
Program Operations - Materials and Supplies		
Contracted Services	IT Services	\$ 9,270.00
Program supplies	Office supplies, phone, insurance	\$ 13,638.11
Program Operations - Materials and Supplies Subtotal:		\$ 22,908.11
Client Services		
Flex funds		\$ 68,000.00
Las Flores	Includes .5 FTE Case Manager. 9 HH at 12,000 per annum	\$ 108,000.00
Pathways		\$ 15,000.00
Client Services Subtotal:		\$ 191,000.00
Indirect Administration		
Overhead/Admin	15% or Federally approved indirect rate	\$ 87,630.92
Total Indirect:		\$ 87,630.92
Supportive Housing Case Management Subtotal:		\$ 671,837.07
Total Budget:		\$ 2,082,459.99