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Clackamas County
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June 25, 2026

BCC Agenda Item: _____

Board of County Commissioners
Clackamas County

Approval of an Amendment to a Personal Services Contract with Clackamas Service Center for site-based homeless outreach and on-call emergency services. Amendment Value is \$298,853 for 1 year. Total Contract Value is \$1,823,207 for 4 years and 8 months. Funding is through Metro Supportive Housing Services Measure Funds. No County General Funds are involved.

Previous Board Action/Review:

Original Agreement November 3, 2022, BCC-Agenda Item 20221103 I.A
Amendment #1, February 27, 2023, Approved by Department
Amendment #2, July 20, 2023, BCC-Agenda Item 20230720 III.C.1
Amendment #3, June 27, 2024, BCC-Agenda Item 20240627 V.G.7
Amendment #4, December 19, 2024, BCC-Agenda Item 20241219 III.G.5
Amendment #5, June 18, 2025, BCC-Agenda Item 20250618 XII.F.11

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 #6 of contract #10825 with Clackamas Service Center, Inc. (CSC) to ensure the continuation of site-based outreach and engagement services.

CSC is a nonprofit agency that provides an array of services, including meals, groceries, access to hot showers, mail access, clothing, connections to health providers, referrals to benefits and resources, and other services, in addition to being an entry point for Coordinated Housing Access (CHA). They partner with several local agencies for resource connection and service coordination to serve people experiencing homelessness and those who are imminently at risk of experiencing homelessness.

This amendment will extend the current level of supportive services for an additional year, enabling the continued meeting of the needs of approximately 200 households served at the Clackamas Service Center. The services cater to a diverse range of needs and include a housing specialist and assistance with the operation of a severe weather shelter when needed.

This contract Amendment provides \$298,853.00 funded through Supportive Housing Services Measure funds. No County General Funds are involved.

Healthy Families. Strong Communities.

2051 Kaen Road, Oregon City, OR 97045 • Phone (503) 650-5697 • Fax (503) 655-8677
www.clackamas.us

RECOMMENDATION: Staff respectfully request that the Board approve amendment #6 to contract (10825) with Clackamas Service Center and authorize Chair Roberts or his designee to sign on behalf of Clackamas County.

Respectfully submitted,

Mary Rumbaugh

Mary Rumbaugh
Director of Health Housing and Human Services

AMENDMENT # 6
TO THE CONTRACT DOCUMENTS WITH
CLACKAMAS SERVICE CENTER, INC.
Contract # 10825

This Amendment #5 is entered into between **Clackamas Service Center, 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 #6 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 term is hereby extended 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 will perform the Work described in the revised **Exhibit A to this Amendment #6**, 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 **\$298,853.00**. Consideration is on a budget reimbursement basis in accordance with the revised budget attached hereto as **Exhibit B to this Amendment #6**, and incorporated by this reference herein, and the terms and conditions of the Contract. The total Contract amount shall not exceed \$1,823,207.47.

ORIGINAL CONTRACT	\$ 186,500.00
AMENDMENT #1	\$ 0 (Change in Scope Only)
AMENDMENT #2	\$ 290,149.00 (Funding + Time Extension)
AMENDMENT #3	\$ 298,852.47 (Additional Scope/Funding)
AMENDMENT #4	\$ 450,000.00 (Additional Scope/Funding)
AMENDMENT #5	\$ 298,853.00 (Change of Scope/Funding)
AMENDMENT #6	\$ 298,853.00 (Change of Scope/Funding)
TOTAL AMENDED CONTRACT	\$1,823,207.47

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.

Signature Page Follows

By signature below, the parties agree to this Amendment #6, effective upon the date of the last signature below.

Clackamas Service Center, Inc.

Clackamas County

Celess Roman
Authorized Signature

Commissioner, Chair Date

Celess Roman
Printed Name

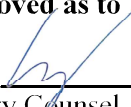
Approved as to Form:
 06/08/2026
County Counsel Date

EXHIBIT A SCOPE OF WORK

Outreach and Engagement Program Design

Contractor will provide supportive services through site-based, mobile outreach, or engagement to individuals experiencing unsheltered homelessness. Contractor's direct outreach methods will incorporate the provision of safety on the street's resources, reduction of housing barriers, partnering with housing and community agencies, and connecting participants to mainstream services and transitional or permanent housing. Contractor will participate in or facilitate "warm hand off", connections to shelter, housing navigation, and 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) Outreach and Engagement (O&E), Safety off the Streets (SoS), Navigation (NAV), and Supportive Housing Case Management (SHCM) Program planners to provide engagement, problem solving, matching, warm hand-offs to services, re-location assistance and support as needed.

All referrals for Outreach and Engagement will come from ongoing community interaction, Coordinated Housing Access (CHA), street outreach programs, and through coordination with HST staff and the by name list (BNL). Outreach 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.

A full-time (1.0 FTE) outreach worker is expected to have approximately 780 outreach interactions per year, which averages to about 65 interactions per month. These interactions may include both brief contacts and full engagements and can occur with both new and previously engaged individuals.

Of the total annual interactions:

- Approximately 390 interactions (or 33 per month) should involve full engagement, such as assessments, barrier reduction, care coordination, follow-ups, navigating resources, or housing navigation support. *This is a program entry*
- Approximately 390 interactions (or 33 per month) may be brief contacts, focused on rapport-building, information sharing, or basic support. *This is a service transaction*

Some individuals may be counted in both categories, depending on the depth of the interaction. Outreach should account for approximately 70% of the staff member's time, with the remaining 30% dedicated to administrative duties including data entry, documentation, team meetings, and professional development.

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) outreach efforts, and collecting information for the Built for Zero (BFZ) initiative are required as an outreach and engagement provider. BFZ is an initiative led by national non-profit Community Solutions of which Clackamas County is a participant, and through which Community

Solutions provides technical support to the County in developing quality by-name data on people experiencing homelessness and local collaboration efforts dedicated to ending homelessness locally.

BNL Outreach should be prioritized to focus efforts on connecting with our community's most vulnerable individuals who have struggled to maintain consistent connection to our system. To align with BFZ goals, it is important to update housing status and participant's desired programming keep them active in County's system.

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 participant stated needs and preferences. However, Contractor may set policies and expectations for participants to follow when accessing outreach and engagement services. Contractor must utilize available HST guidance and procedures for non-engagement of individuals, coverage, safety, and partnerships. When exit to a housing resource is not an option, please connect the individual to other safety on the street's resources if available.

Contractor will provide HST with information regarding the days and times during which their outreach services will be readily available. Contractor will also communicate in a timely manner to HST and engaged participants any changes in operations or schedule that may affect the previously established days and times when their services will be available to the community.

During extreme weather events such as (flooding, high heat, prolonged freezing temperatures, etc.) outreach teams are expected to prioritize light touch outreach in coordination with HST to spread weather related information and distribute weather safety supplies to individuals experiencing literal homelessness. During these events, outreach teams are required to participate in HST facilitated coordination calls to ensure geographical equity of services and assess needs for supplemental supplies.

Services offered must include, but are not limited to:

- Provision of safety on the street resources (e.g., food, survival gear, toiletries).
- Assistance in identification and removal of barriers to permanent housing placement.
- Completion of CHA assessment as soon as possible upon engagement.
- Information about and assistance in connecting to mainstream services and benefits (e.g., SNAP, Oregon Health Plan enrollment, behavioral health day centers, food pantries).
- Build trusting relationships with participants.
- Housing First Response/diversion: All people will be offered Housing First Response or Housing Problem Solving conversation.
- Assistance obtaining appropriate documents to access housing, employment, and other needed services, with consideration for the needs of immigrant/vulnerable populations.
- Individualized resource referral and connection, including mental and physical health, as needed.
- Outreach, including to pre-identified people on by-name list, with the goal of connecting to longer-term housing resources and/or shelter.

- If participant is unable to engage 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:

- Utilize a trauma informed approach, including techniques outlined in the Guiding Principles and Expectations below.
- Ensure outreach staff actively participate in training, coordination, case conferencing and other meetings as required by HST. Including participation in city/community outreach meetings within service area.
- Maintain active communication with HST Program Planner, including but not limited to ongoing communications regarding best practices, HST program policies, information tracking, and participant trends or issues.
- Target highly visible or heavily used service sites for outreach or as assigned by HST
- Document and certify eligibility of each adult household member as either Population A or Population B.
- Outreach and engagement may not categorically exclude persons fleeing domestic violence.
- 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 Planner for additional policy support.
- 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.

**EXHIBIT C
Budget**

10825 FY 2026-2027 Budget		
Budget Category	Narrative/Description	Budget Amount
Outreach & Engagement - 400704		
Personnel		
Executive Director (salary)	Approximately 0.05 FTE	\$6,039
Program Director (salary)	Approximately 0.18 FTE	\$20,547
Day Services Manager (salary)	Approximately 0.05 FTE	\$4,079
Housing Specialist 1 (salary)	Approximately 0.85 FTE	\$79,500
CFO contractor (hourly)	Approximately 0.032 FTE	\$12,314
Outreach & Engagement - 400704 Personnel Subtotal:		\$122,479
Program Operations - Materials and Supplies		
Program Expense Operations	rent, utilities, telecommunication, fuel, postage, office supplies and miscellaneous	\$32,460
Outreach & Engagement - 400704 Program Operations - Materials		\$32,460
Client Services		
Flex Funds	Funds for 1 year of periodic rent assistance, utilities	\$106,137
Outreach & Engagement - 400704 Client Services Subtotal:		\$106,137
Indirect Administration		
Indirect Administration	14%+ (.1447)	\$37,777
Outreach & Engagement - 400704 Indirect Subtotal:		\$37,777
Outreach & Engagement - 400704 Total:		\$298,853
FY 2026-2027 Budget:		\$298,853

EXHIBIT I: 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 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.	HMIS	Outreach

	<p>Complete CHA assessment/BNL entries of newly homeless within 3 days of engagement.</p> <p>Contact made with at least 45% percent of target households within the first 6 months of contract.</p> <p>50% of participants with at least 1 contact will fully engage in services.</p> <p>90% of eligible service area has adequate outreach coverage.</p>	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	<p>Non-Pod Programs: Average length of program participation below 90 days, with a goal to reduce to 45 days.</p> <p>Pod Programs: Average length of program participation below 365 days, with a goal to reduce to 274 days.</p> <p>Average time from entry to connection to housing resource within 30 days.</p>	HMIS /Co mp 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)