

June 18 2025

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 \$1,524,354.47 for 3 years and 8 months. Funding is through Metro Supportive Housing Services Measure Funds. No County General Funds are involved.

Previous Board Action/Review	<ul style="list-style-type: none"> • Original, approved, November 3, 2022, 20221103 I.A • Amendment #1, approved by the Department, February 27, 2023 • Amendment #2, approved, July 20, 2023, 20230720 III.C.1 • Amendment #3, approved, June 27, 2024, 20240627 V.G.7 • Amendment #4, approved, December 19, 2024, 20241219 III.G.5 		
Performance Clackamas	<ol style="list-style-type: none"> 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 Dir.	Contact Phone	(971) 332-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), the Health, Housing and Human Services Department requests approval of Amendment #5 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.

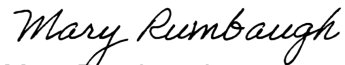
This amendment will extend the current level of supportive services for an additional year, enabling the continued meeting of the needs of approximately 200 households served at the Clackamas Service Center. The services cater to a diverse range of needs and include a housing specialist and assistance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

For Filing Use Only

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

RECOMMENDATION: Staff respectfully requests that the Board of County Commissioners approve this Amendment to the Contract (10825) with Northwest Family Services and authorize Chair Roberts, or his designee, to sign on behalf of Clackamas County.

Respectfully submitted,

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

Mary Rumbaugh
Director of Health, Housing & Human Services

AMENDMENT # 5
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 #5 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 #5, the parties have agreed to exercise the third one-year renewal. The Contract term is hereby extended 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 **Exhibit A to this Amendment #5**, attached hereto and incorporated by this reference herein. Contractor agrees to perform the Work identified 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 **\$298,853.00**. 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, and the terms and conditions of the Contract. The total Contract amount shall not exceed \$1,524,354.47.

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)
TOTAL AMENDED CONTRACT	\$1,524,354.47

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

Signature Page Follows

EXHIBIT A SCOPE OF WORK

Outreach and Engagement

Contractor will provide supportive services through site-based outreach and engagement to people entering their designated location using their array of basic need services. 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 and permanent housing. Contractor will participate in or facilitate "warm hand off", connections to shelter, housing navigation, and rental assistance resources.

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). The contractor will work with the HST to establish and/or approve prioritization policies. These services will be restricted to within the Metro jurisdictional boundary.

The program will assist no less than 200 households, this includes contacts and full engagement of services. Contacts are considered brief with some funding being spent on individual services or supplies. Full engagement includes ongoing frequent documented contact with households and a connection to long term housing services or resources

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 initiative are required as an outreach and engagement provider. Built for Zero 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. Contractor will provide HST with information regarding the days and times during which their outreach services will be readily available.

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, Contractor may set policies and expectations for participants to follow when accessing outreach and engagement services. Reference 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 individual to other safety on the street's resources if available.

Contractor will communicate in a timely manner to HST and engage 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.

Services offered must include, but are not limited to:

- Provision of safety on the streets 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 rapid resolution 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.
- 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, in accordance with Exhibit F.
- 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 coordinator 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.

Outreach and Engagement Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of data quality across all HMIS data elements within 10 business days of contact	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 Stability	On avg, the amount of time from 1 st contact to program engagement will no more than 30 days.	HMIS
Effective Services	Make 1 st effort at contact with people referred from by name list within an avg of 5 business days. Complete CHA assessment/BNL entries of newly homeless within 3 days of engagement Contact made with at least 200 households within the 1 st 12 months of contract 50% of participants with at least 1 contact will fully engage in services 90% of eligible service area has adequate outreach coverage	HMIS GIS Tool
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with contractor services.	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 execution of this Amendment #3.
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.
8. Staff Survey Data: County may require Contractor to cooperate with County, Metro, and/or and independent professional survey firm in the administration of a staff survey to collect anonymized information, including but not limited to staff demographics, classification, compensation, accessibility practices, and overall

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

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

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

Contractor 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

EXHIBIT C
Budget

FY 2025-2026 Budget		
Budget Category	Narrative/Description	Budget Amount
Outreach & Engagement		
Personnel		
Executive Director (salary)	Approximately 0.05 FTE	\$5,640.40
Program Director (salary)	Approximately 0.18 FTE	\$18,954.00
Day Services Manager (salary)	Approximately 0.05 FTE	\$3,874.10
Housing Specialist 1 (salary)	Approximately 0.85 FTE	\$62,663.70
CFO contractor (hourly)	Approximately 0.03 FTE	\$11,544.00
Outreach & Engagement - 400704 Personnel Subtotal:		\$102,676.20
Program Operations - Materials and Supplies		
Program Expense Operations	misc office supplies, printer marketing, utility, ADT security system, gas mileage	\$8,400.00
Outreach & Engagement - 400704 Program Operations - Materials and Supplies		\$8,400.00
Client Services		
Flex Funds	Funds for 1 year of periodic rent assistance, utilities	\$150,000.00
Outreach & Engagement - 400704 Client Services Subtotal:		\$150,000.00
Indirect Administration		
Indirect Administration		\$37,777.27
Outreach & Engagement - 400704 Indirect Subtotal:		\$37,777.27
Total		\$298,853.47