

September 21, 2023

BCC Agenda Date/Item: \_\_\_\_\_

Board of County Commissioners  
 Clackamas County

**Approval of Amendment #2 expanding the scope of work, extending the term, and increasing funding of a personal services contract with Do Good Multnomah for Veterans Village services. Amendment value is \$32,252.98 for one year. Agreement value increased to \$1,717,553.19. Funding is through Supportive Housing Services funds. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	June 30, 2022 – 20220630 II.C – Original Contract Approved February 15, 2023 – Amendment #1, language update executed by the Health, Housing & Human Services Department September 19, 2023 - Briefed at Issues		
<b>Performance Clackamas</b>	1. This programming aligns with H3S’s Strategic Business Plan goal to increase self-sufficiency for our clients. 2. This funding aligns with the County’s Performance Clackamas goal to ensure safe, healthy, and secure communities.		
<b>Counsel Review</b>	Yes	<b>Procurement Review</b>	No
<b>Contact Person</b>	Vahid Brown	<b>Contact Phone</b>	(971) 334-9870

**EXECUTIVE SUMMARY:** On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #2 to Contract #10713 with Do Good Multnomah to provide intensive case management, peer support, and housing navigation for veterans receiving services at Clackamas County Veterans Village. The amendment expands the scope of work, revises the contract term, and increases the value of the contract by \$32,252.98.

Do Good Multnomah provides intensive case management, peer support, housing navigation, and a supportive community environment to veterans receiving services at Clackamas County Veterans Village. The Village consists of 24 tiny homes, and veterans reside there until they transition to permanent housing/higher level of care facilities or long-term substance abuse treatment programs.

Through this amendment, Do Good Multnomah will provide additional stabilizing and supportive services for veterans as part of the county’s goal to end veteran homelessness. The additional services will be made possible through the funding of a partial Senior Director of Veteran Affairs position, a

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partial Senior Manager position, and on-call support staffing. This amendment also reduces the contract term from five years to two, with the current fiscal year being the second year of the agreement, to allow the contract to be managed annually. It includes the option for renewal in one-year increments for up to three additional one-year terms.

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

**RECOMMENDATION:** Staff recommends the Board approve Amendment #2 to Contract #10713 with Do Good Multnomah for Veterans Village services for Clackamas County veterans experiencing homelessness.

Respectfully submitted,

*Rodney A. Cook*

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Director of Health Housing and Human Services

**CLACKAMAS COUNTY HOUSING AND COMMUNITY DEVELOPMENT  
PERSONAL SERVICES CONTRACT  
AMENDMENT #2  
Contract #10713**

This Amendment #2 is entered into between Do Good Multnomah (“Contractor”) and Clackamas County (“County”) and shall become part of the Contract documents (“Contract”) entered into by both parties on June 30, 2022.

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

The Contract term is amended to be effective until June 30, 2024. The Contract may be extended, upon execution of a written amendment(s) by both parties, for up to three (3) additional one-year terms.

Prior to consideration of any additional optional renewal, the County will provide Contractor with an allocation amount of funds County has determined are available for the one-year renewal term. Upon receipt of the allocation amount, the Contractor will submit a proposed annual budget to the County based on that amount. The County may either agree to the proposed annual budget and exercise the renewal, negotiate with Contractor to use a different proposed annual budget, or reject the proposed annual budget and decline to renew the Contract.

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

The Contractor will perform additional stabilizing and supportive services for veterans as part of the Work. The additional services, together with existing Work, are set forth in the revised scope of work, attached hereto as Exhibit A to this Amendment #2 and incorporated by this reference herein.

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

In consideration for Contractor performing the Work during the extended term of this Contract, County agrees to pay Contractor, from available and authorized funds, a sum not to exceed \$32,252.98. Consideration rates are on reimbursement basis in accordance with the budget set forth in Exhibit C to this Amendment #2 and the terms and conditions of the Contract. Should the Contract be extended by annual renewal, Exhibit C will be updated, as needed, to reflect the budget amount for each renewal year.

ORIGINAL CONTRACT	\$ 1,685,300.21
AMENDMENT#1	\$ 0 + Language Update
<b>AMENDMENT#2</b>	<b>\$ 32,252.98</b>
<b>TOTAL AMENDED CONTRACT</b>	<b>\$ 1,717,553.19</b>

Except as expressly amended above, all other terms and conditions of the Contract shall remain in full force and effect. By signature below, the parties agree to this Amendment #2, effective upon the date of the last signature below.

**Do Good Multnomah**

DocuSigned by:

Stephanie VanRheen 8/18/2023  
Authorized Signature Date

Stephanie VanRheen Chief Financial Officer

Name / Title (Printed)  
47-3934102

Oregon Business Registry#  
Nonprofit / Oregon

Entity Type / State of Formation

**Clackamas County**

\_\_\_\_\_  
Commissioner Tootie Smith, Chair

\_\_\_\_\_  
Date

Approved as to Form:

LS 08/22/2023  
\_\_\_\_\_  
County Counsel Date

## EXHIBIT C BUDGET

The yearly not to exceed value for reimbursement for Do Good Multnomah providing the Services is set forth in the table below.

FY 23-24	Total
\$359,210	\$1,717,553.19

<h2 style="margin: 0;">Proposed Budget</h2> <h3 style="margin: 0;">Veteran Village FY23-24: Proposed Budget</h3>		
Line Item Category	Narrative/Description <small>Please provide a detailed description of each line item</small>	Funds Requested
<b>Personnel</b>		
Salaries & Wages	4.35 FTE + on-call support staffing	\$246,948.00
Benefits	health, dental, EAP	\$8,362.00
Taxes	12% payroll tax estimate	\$28,825.00
Overtime	paid at time-and-a-half when absolutely necessary	\$1,280.00
2024 COLA	3% COLA effective 1/1/2024	\$3,704.00
<b>Personnel Subtotal:</b>		<b>\$289,119.00</b>
<b>Program Operations - Materials and Services</b>		
Professional Services	funds for Lyft and TriMet passes, on-call translation for hearing and language barriers	\$800.00
Office Equipment & Internet	phone, computers, printer lease, internet	\$8,360.00
Repairs & Security	Pod repairs & turnover; camera maintenance	\$2,900.00
Supplies	office and household supplies for common & outdoor space	\$3,600.00
Storage Container		\$2,495.50
Casemanagement Software	Caseworthy software (organization wide)	\$4,275.00
Participant Activities	supplies for community engagement opportunities & participant food	\$600.00
Staff Education & Training	access to organization wide on-going training and professional development	\$750.00
Mileage	reimbursement at the IRS rate	\$250.00
Insurance	SAIF workers comp & liability insurance	\$3,405.00
<b>Program Operations Subtotal:</b>		<b>\$27,435.50</b>
<b>Client Services - Flexible Funding</b>		
Flex Funds	eviction prevention, move-on costs, utility debt, employment, job-related needs, etc.	\$10,000.00
<b>Client Services Subtotal:</b>		<b>\$10,000.00</b>
<b>Indirect Administration</b>		
Indirect Administration	10% de mnimis indirect rate	\$32,655.45
<b>Indirect Administration Subtotal:</b>		<b>\$32,655.45</b>
<b>Total Funds Requested:</b>		<b>\$359,209.95</b>

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

Do Good Multnomah (“Contractor”) is a non-profit organization that provides intensive case management, peer support, housing navigation, and a supportive community environment for Veterans receiving services at Clackamas County Veterans Village. Contractor fosters relationship building, one-to-one engagement, supportive services, and direct community participation to support houseless Veterans in Clackamas County and the Portland, Oregon metropolitan area.

In addition to compliance with all guiding principles and expectations listed below, Contractor will provide the following services:

1. Contractor will provide houseless veterans an opportunity with a safe place to sleep and engage in stabilizing and supportive services provided by H3S and community providers.
2. Contractor will always maintain a 91% to 100% occupancy at Clackamas County Veterans Village, allowing participants consecutive 24 months occupancy. Contractor will engage in case conferencing with Housing Services Team (HST) staff whenever a participant reaches 18 months of occupancy to identify barriers and support timely transition to permanent housing, higher level of care facilities, or long-term residential treatment programs.
3. Clackamas County Veterans Village consists of 24 tiny homes and serves as a critical resource in furthering the County’s goal of ending Veteran homelessness. Contractor will implement a plan to increase the successful transition of Veterans into permanent housing, higher levels of care facilities, or long-term substance treatment programs by 15% over the first three years of contract term (the current percentage is 62%), with a goal to have 77% of participants experiencing successful transitions by July 2025.
4. Contractor will provide for the staffing and supervision of four full-time staff members to perform the services. These staff members shall include a program manager, case manager, peer support specialist, and a navigation specialist. The supervision shall include a Senior Director of Veteran Affairs 0.1 FTE and Senior Manager 0.25 FTE. The duties and responsibilities of the staff positions shall be defined as follows:
  - a. Program Manager: The Program Manager oversees day to day operations at the village. They work closely with the county by attending meetings and acting as a liaison. They identify repair and maintenance needs and submit work orders as necessary. They are also responsible for ensuring the village landscaping and image is maintained and presentable. Community is important in the village and the Program Manager works closely with staff, community partners, and villagers to coordinate weekly village meetings, events, and activities. The Program Manager also oversees staff as they accomplish their duties and provide the best services possible.
  - b. Case Manager: All residents of Veterans Village will have access to individualized care plans, skill development and referrals to a wide variety of programs with additional services if needed. The case manager utilizes an Individual Service Plan (ISP) format/methodology that assists residents in identifying goals across the eight dimensions of wellness: physical, emotional, social, intellectual, environmental, spiritual, vocational, and financial. The case manager works closely with our local VA and other community partners, including culturally specific organizations to make the best and most appropriate referral for services outside of our program.
  - c. Peer Support: Do Good Multnomah strongly values the unique benefit of peer support. All residents at Veterans Village have access to the peer support and peer delivered

services, regardless of their engagement in case management services. Residents have the option of developing a WRAP (Wellness and Recovery Action Plan) with the peer support specialist to support them in their recovery. The peer support specialist also provides support to residents off-site if needed, for example attending appointments and navigating transportation services, as well as provides life skill training for things such as, computer/phone navigation, cooking, and budgeting.

- d. Navigation Specialist: The Navigation Specialist works with Case Managers, to assist with participants' housing search and placement while leveraging supportive services to assist the participant in maintaining permanent housing. Navigation Specialist will walk alongside the Veterans during the housing search process. This includes coordinating housing/apartment walkthrough and showing, lease explanation, and writing reasonable accommodation and appeals. They assist the Program Manager with program coordination, including document assessment and management for the Rapid Rehousing program. They also maintain accurate and efficient physical and electronic records, including utilizing the Homeless Management Information System (HMIS) to enter and exit participants from database, assigning incoming participants to case managers, and regular reporting functions.
5. Contractor shall perform all work described in the Village Manual Exhibit G, which must include ongoing contractor support for a Village Council comprised of program participants.
  6. Contractor shall provide Veteran Village management services which will include:
    - a. Taking referrals of eligible participants from Coordinated Housing Access (CHA), and conducting rigorous outreach to referred households and facilitating their voluntary placement in the program.
    - b. Assigning staff to the Homeless Veterans Coordination Team (HVCT), attending HVCT meetings, and supporting the By-Name List case conferencing work of the HVCT
    - c. Maintaining access to and scheduling of the sleeping pods.
    - d. HMIS intake, annual, and exit paperwork and data entry requirements (see further below under Reporting Requirements).
    - e. Providing milieu management, including supporting community-building activities among participants and identifying and promoting opportunities for participant involvement and leadership in community activities at the Veterans Village
    - f. Providing on-site staff with adequate skills and, where appropriate, certification enabling them to address behavioral health needs of participants
    - g. Refer participants to and provide support to connect with community and H3S resources.
    - h. Coordinate and calendaring services and activities on-site.
    - i. Coordinating and calendaring volunteer activities and events on-site.
  7. Contractor shall provide case management and housing navigation services to Veterans Village participants which will include:
    - a. Developing Individualized Service Plans with each participant and supporting participants in reaching their goals, as defined in 4.b
    - b. Assessing participants' housing barriers, needs, and preferences
    - c. Assisting participants in accessing benefits, employment, mental and physical health services, removing housing barriers, and generally supporting the needs of participants as they relate to long-term housing stability upon exiting the program
    - d. Assisting participants in accessing permanent housing supports, including vouchers and rent assistance, and providing housing search assistance, including researching available units, contacting landlords, accompanying participants on apartment tours, etc.
    - e. Providing assistance with housing application preparation, housing application appeals and reasonable accommodation requests necessary obtain housing

- f. Facilitating warm hand-offs with other service providers engaged with participants at the time of exits to permanent housing, including with providers of supportive services case management
8. Work with community partners to promote the development of village social infrastructure including supporting weekly participant general assemblies.
  9. Develop of a Village evacuation plan in the event of an emergency or natural disaster (e.g., wildfire, earthquake, chemical spill) within 6 months of contract execution, with final review and approval from the County.
  10. Provide and retain appropriate documentation of program participation and material for payment requests.
    - a. Client file must include but is not limited to the following.
      - i. Paper copies of HMIS forms-Entry, Annual and Exit
      - ii. Emergency contact information
      - iii. Picture ID for adults only
      - iv. Signed Release of Information
      - v. Pop A vs B Form signed
      - vi. Flex funds spent- amount, data, purpose, receipts
      - vii. Case notes
  11. Provide support in developing resources for additional sleeping pods.
  12. Liaise with County staff in support of the County’s maintenance and property management roles, including:
    - a. Identifying needed maintenance, repairs, grounds keeping, and any other property-related issues necessary to the maintenance of a safe, clean, and welcoming environment for program participants, and notifying County staff as these needs are identified
    - b. Liaising with County staff or contractors on site and facilitating their access to the property as needed for the conduct of maintenance or other property-related work

Goals and Benchmarks

Outcome	Goal	Data Source
Housing First Aid/Diversion	At least 10% of those referred to or seeking shelter are provided with Housing First Aid to find other safe, temporary shelter or long-term options, Diverting them from entering the shelter	HMIS COMP site
Optimal Occupancy	At least 91% occupancy, based on stated capacity of program	HMIS COMP site
Effective Services	Average length of program participation below 365 days, with a goal to reduce to 274 days.	HMIS COMP site
Ending Homelessness	Increase the successful transition of Veterans into permanent housing, higher levels of care facilities, or long-term substance treatment programs from 62% to 77% by July 2025.	HMIS COMP site

*Benchmarks and timeline*

1. Hire and have 100% of contracted staff on board within 30 days of contract execution



2. Complete and submit for approval most recent draft of village manual within 30 days of contract execution
3. At least one staff member completes training (or ensures competence) in HMIS and CHA within 60 days of contract execution
4. Housing navigator assists first household to exit to permanent housing within 90 days of contract execution
5. Complete Housing First Aid/Diversion training within 120 days of contract execution

The program will be expected to follow the timeline above, meeting each benchmark, as indicated. Unmet benchmarks will result in the following progressive action:

- First time missing a benchmark
  - Monitoring meeting with HST to identify barriers and possible solutions
- Second time missing a benchmark
  - Another monitoring meeting which will result in a mutually agreed upon Performance Improvement Plan (PIP)
- Third time missing a benchmark
  - Another monitoring meeting, including an evaluation of PIP, with all remedies, up to and including Contract termination, available.

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

In addition to the obligations set forth above, Contractor shall perform the following

1. Incorporate and adhere to the guiding principles and expectations set forth above
2. Conduct the contracted program and related activities as outlined in the Program Design section above
3. Develop a policy, in coordination with HST, for follow up with households exiting shelter programs to permanent housing.

HST team responsibilities

1. Incorporate and adhere to the guiding principles and expectations set forth above
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. Develop a policy, in coordination with Contractor, for follow up with households exiting shelter programs to permanent housing.
6. Provide HMIS access, training, and support
7. Provide connections to CHA and Housing First Aid/diversion training
8. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
9. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
10. Connect all contracted programs with the overall system of services for people experiencing homelessness
11. Support both formal and informal partnerships between provider organizations, including those newly formed
12. Facilitate connections to broader systems of care, including but not limited to:
  - a. Housing
  - b. Workforce
  - c. Education

- d. Foster care
  - e. Department of Human Services
  - f. Domestic Violence
  - g. Community corrections
  - h. Healthcare, both physical and mental
  - i. Substance use Disorder treatment
13. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
  14. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
  15. Assist with program access prioritization, as needed
  16. Incorporate participant voice in SHS programming decisions
  17. Maintain effective working relationships with contracted providers
  18. Attend training and community/systems meetings
  19. Provide or assist with creation of necessary participant/program forms
  20. Support Contractor in identifying and re-matching households in that either need a lower or higher level of service than originally anticipated. Re-matching may happen within contracted provider programs or across contracted providers.
  21. Coordinate with Contractor to participate in by-name-list case conferencing meetings
  22. Apply the process as outlined in the Benchmark section described above

### **Reporting Requirements**

Contractor will:

1. Adhere to all data reporting requirements stated in Article II, Section 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. Percent of households provided Housing First Aid and diverted from shelter services
    - ii. Bed/Unit Utilization average percentage
    - iii. Average length of program participation
    - iv. Rate of exit from shelter to permanent housing
  - e. Narrative responses to questions
    - i. What are some unexpected challenges you faced or strengths you have discovered as an agency? (consider including participant success stories)
    - ii. How is your agency working towards ensuring low-barrier programming? Have you seen a need to adjust services to make them more accessible?
    - iii. Please explain how you have been leading with race while reducing homelessness overall in the community
    - iv. Has your agency has made progress toward “building connections and coordinating with multiple systems of care to build a community of resources, easily accessible to all”? If yes, please describe how the need for the new connection was identified and the process of building the connection.
4. Work with HST to continually improve on performance targets
5. Conduct post-program-exit follow-up assessments at 6 and 12 months post-exit
  - a. Enter the results into HMIS
6. Prepare an annual participant feedback report
7. Submit to monitoring for contract compliance

HST will:

1. Work with Contractor to continuously monitor demographics and outcomes, and to create any necessary quality improvement plans
2. Assist with achieving desired program outcomes and improving those outcomes
3. Communicate with Contractor in a timely manner when additional data metrics are determined
4. 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