

December 19, 2024

BCC Agenda Date/Item: _____

Board of County Commissioners
 Clackamas County

Approval of an Amendment to a Contract with Clackamas Service Center, Inc. on behalf of The City of Milwaukie, for food access, rent assistance, and eviction prevention services as part of the County’s city-led initiatives program. Amendment value is \$450,000 for 6 months. Total contract value is increased to \$1,225,501.47 for 32 months. Funding is through Supportive Housing Services funding. No County General Funds are involved.

Previous Board Action/Review	Original Contract and assignment to the County approved, 11/03/2022- Agenda item 20221103 I.A Amendment #1 No Cost change to the scope, 2/27/2023 Amendment #2 Extending term and expanding scope, 7/20/2023, Agenda Item 20230720 II.C.1 Amendment #3 Extending term and expanding scope, 6/27/2024, Agenda Item 20240627 V.G.7 Amendment #4 Briefed at Issues, December 17, 2024		
Performance Clackamas	1. This funding 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.		
Counsel Review	Yes, Andrew Naylor	Procurement Review	Yes
Contact Person	Vahid Brown	Contact Phone	971-334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing & Human Services requests approval of Amendment #4 to the contract with Clackamas Service Center for the new Housing Emergency Assistance and Resilience for Tenants (HEART) pilot program put forward by the City of Milwaukie as part of the County’s city-led initiatives program. Funding for the program is being added to the County’s existing contract with Clackamas Service Center to reduce shared administrative burden and streamline program delivery.

In working to improve coordination and collaboration, increase geographical distribution of services, and support local leaders in tailoring approaches to addressing housing insecurity and homelessness that best suit their communities, Clackamas County released a Notice of Funding Opportunity (NOFO) in December 2023 for city-led homelessness initiatives. The NOFO was intended to spur creativity and innovation at the city level, empowering local leaders to supplement the often highly effective but under-resourced local efforts to meet the needs of very low-income households in their cities. Allowable initiative categories were very broad and included outreach and engagement, emergency shelter and navigation, housing services, health and wellness, advocacy, and employment and benefits. The Board approved

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staff funding recommendations in April 2024, including this \$900,000 proposal from the City of Milwaukie to establish a two-year anti-displacement pilot program with City residents in a collaborative partnership with the County and Clackamas Service Center.

Clackamas Service Center, Inc. (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.

Clackamas Service Center currently provides site-based outreach and engagement by providing essential services to build relationships and establish connections to housing stabilization opportunities. This amendment establishes the HEART program, which is an anti-displacement pilot program for Milwaukie residents that includes food access, rent assistance, and eviction prevention.

The program will provide customized food boxes to 29 households per month, with a goal of 175 households for 6 months for Milwaukie residents. Boxes will be available at the Service Center. CSC will coordinate a grocery box drop-off with participants at their residential address when they are homebound or cannot get to the food pantry during business hours.

Services will include rental assistance and supportive services that can be used to help households move from being unsheltered or in unstable housing into stable, permanent housing. All households served with the HEART program will be screened through Coordinated Housing Access (CHA). As part of coordination with existing rent assistance programming, households that do not meet the program criteria for referral to the Social Services Rent Assistance program based on CHA's assessment will be referred to CSC for use of HEART program funds.

Amendment #4 adds \$450,000 in funding to the contract for this expanded scope of work for the remainder of the fiscal year, increasing the total contract value to \$1,225,501.47 through June 30, 2025. Funding is through Supportive Housing Services Measure funds. No County General Funds are involved.

RECOMMENDATION: Staff respectfully recommends that the Board of County Commissioners approve Amendment #4 to the contract (10825) and authorize Chair Smith or her designee to sign on behalf of Clackamas County.

Respectfully submitted,



Rodney A. Cook
Director of Health, Housing & Human Services

**AMENDMENT # 4
TO THE CONTRACT DOCUMENTS WITH
CLACKAMAS SERVICE CENTER, INC.
Contract # 10825**

This Amendment #4 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 #4 is to make the following changes to the Contract:

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

Contractor will perform additional Work during the term of the Contract, as amended and further described in **Exhibit A to this Amendment #4**, attached hereto and incorporated by this reference herein.

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

In consideration for Contractor performing Work during the extended scope of this Contract, County will pay Contractor an amount not to exceed \$450,000. Consideration is on a budget reimbursement basis in accordance with the revised budget attached hereto as **Exhibit B to this Amendment #4**, and incorporated by this reference herein, and the terms and conditions of the Contract. The total Contract amount shall not exceed \$748,853.47.

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)
<u>AMENDMENT #4</u>	<u>\$ 450,000.00</u> (Additional Scope/Funding)
TOTAL AMENDED CONTRACT	\$1,225,501.47

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

Clackamas Service Center

Clackamas County

Jill A Orr
Authorized Signature

Commissioner, Chair Date

Jill A. Orr
Printed Name

Approved as to Form:
[Signature] 12/03/2024
County Counsel Date

EXHIBIT A SCOPE OF WORK

Contractor will provide the following services through their Housing Emergency Assistance and Resilience for Tenants (HEART) program. The HEART program is an anti-displacement program for Milwaukie residents that includes food access, rent assistance and eviction prevention.

The program will provide customized food boxes to 29 households per month with a goal of 175 households for 6 months to Milwaukie residents. Boxes will be available at the Service Center. When participants are home bound or cannot get to the food pantry during business hours, Contractor will coordinate a grocery box drop off with participant at their residential address.

This service component type includes rental assistance and supportive services that can be used to help households move from being unsheltered or in unstable housing into stable, permanent housing. Services should align with the Housing First model. All households served with the HEART program must first be screened through Coordinated Housing Access (CHA). Households that do not meet the program criteria for referral to the Social Services Rent Assistance program based on CHA's assessment will be referred to the Contractor for use of HEART program funds.

Contractor will work with the Clackamas County Housing Services Team (HST), including but not limited to the Program Team that provides coordination and support to navigation, outreach and engagement, safety off the streets, and housing retention programs. Contractor will ensure that its relevant staff attend required meetings and adhere to protocols and processes established by the Housing Services Program Team and are responsive to requests for information or other inquiries from the Clackamas County Housing Services Team.

Contractor would then support referred households with up to \$3,500 per year in assistance, unless the household met additional vulnerability criteria and presented with higher needs, in which case Contractor would assist these households with up to \$6,000 per year through FY24-25. For FY25-26, the program would be limited to the \$3,500 per household per year cap.

Services must meet each household's specific needs and must include, but not be limited to, the following:

- Move-in fees
- Landlord debt payments Housing Authority of Clackamas County (HACC)
- Rent arrears and utility assistance.
- Flexible funding to support housing stability goals
- Provide resource and referral to support increased income through education, employment, and/or benefits support
- Mediation or referral to mediation services, between the landlord and tenant, as needed
- Urgent need for funding, such as a 72-hour eviction notice or a move-in date
- Self-identified disability
- Must have a plan in place for ongoing housing and support, such as a voucher for rent assistance, a payment plan, or stable income
- individual working with another Supportive Housing Services (SHS) provider or advocate who can provide assistance in gathering required documentation

Additional vulnerability criteria;

- In order to be eligible for up to \$6,000 per year in FY24-25, a household referred to the HEART program would need to be – in addition to the other agreed upon criteria – one or more of the following:
- Experiencing a family emergency imposing sudden household costs that threaten housing stability, such as a death in the family
- Experiencing an economically impactful medical emergency, such as a hospitalization, emergency surgery, or medical treatment that temporarily disrupts household income, or an on-the-job injury for which the household is awaiting approval of work leave pay/workers’ comp.
- Identifying as members of an historically marginalized community (communities of color, especially Black and Indigenous communities, LGBTQIA2S+).
- Head of household or primary household income earner has one or more disabling conditions

Goals and Benchmarks

Outcome	Goal	Data Source
Data Completeness	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, status changes and entering case managers	HMIS
Housing First Aid/Diversion	At least 10% of those referred to program are provided with Housing First Aid	HMIS
Ending Homelessness	At least 95% of households maintain housing as of 6-month follow-up assessment	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)/Sign in sheets

Benchmarks and Timeline:

1. Hire 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 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 Aid/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 B
BUDGET**

Budget FY 24/25

Line Item Category	Narrative/Description	Funds Requested
HCDD Outreach and Engagement (current program)		
HCDD Personnel (includes taxes, workers comp, benefits)		
Program Director	Approximately 0.40 FTE	\$34,520.00
Day Services Manager	Approximately 0.05 FTE	\$3,851.00
Housing Specialist	Approximately .80 FTE	\$56,135.00
Business/Finance Administrator (new)	Approximately .33 FTE	\$18,169.00
Personnel Subtotal:		\$112,675.00
HCDD Program Operations - Materials and Supplies		
Program Expense Operations	gas mileage, postage & shipping, envelopes, paper, flyers, ink, checks, cell phone, computer equip, office furniture/equipment for associated personnel, food boxes, delivery supplies and costs	\$8,828.00
Program Operations - Materials and Supplies Subtotal:		\$8,828.00
HCDD Client Services		
Flex Funds	Funds for 1 year of periodic and short-term rent assistance, utilities	\$150,000.00
Client Services Subtotal:		\$150,000.00
HCDD Indirect Administration		
Indirect Administration	accounting/bookkeeping services, partial lease, telecommunications, security, utilities, etc	\$27,350.47
Indirect Subtotal:		\$27,350.47
HCDD Outreach and Engagement Total:		\$298,853.47
HEART Outreach and Engagement (new program)		
HEART Personnel (includes taxes, workers comp, benefits)		
Program Director	Approximately 0.30 FTE	\$24,557.00
Housing Specialist	Approximately .05 FTE	\$3,365.00
Bilingual Housing Specialist /Navigation (new)	Approximately 1 FTE	\$75,000.00
Business/Finance Administrator (new)	Approximately .17 FTE	\$9,357.31
Food Operations Director	Approximately .12 FTE	\$10,082.00
Grocery Programs Coordinator	Approximately .10 FTE	\$6,587.00
Temporary Grocery Programs Assistant/Driver	Approximately .60 FTE	\$14,870.40
Food Hub Delivery Driver	Approximately .10 FTE	\$6,551.00
Personnel Subtotal:		\$150,369.71
HEART Program Operations - Materials and Supplies		
Program Expense Operations	gas mileage, postage & shipping, envelopes, paper, flyers, ink, checks,	\$8,980.98
Start-Up Costs		\$39,589.58
Program Operations - Materials and Supplies Subtotal:		\$48,570.56
HEART Client Services		
Flex Funds	Funds for 1 year of periodic and short-term rent assistance, utilities	\$210,149.73
Client Services Subtotal:		\$210,149.73
HEART Indirect Administration		
Indirect Administration	accounting/bookkeeping services, partial lease, telecommunications,	\$40,909.00
Indirect Subtotal:		\$40,909.00
HEART Outreach and Engagement Total:		\$449,999.00
HCDD + HEART Total Budget:		\$748,852.47