

2024 COUNTY LEADERS CONFERENCE

Human Services Contracting: Clause and Effect

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Pierce County Human Services (PCHS) | Pierce County, WA

Pierce County Human Services

Mission



We strive to ensure all of Pierce County has equitable access to and a voice in community-based services that value each person's diverse experience.

Pierce County Human Services

Programs and Services

Pierce County Human Services (PCHS) provides direct and indirect services through the following divisions:

 Aging and Disability Resources

 Developmental Disabilities

 Behavioral Health

 South Sound Housing
Affordability Partners

 Community Action

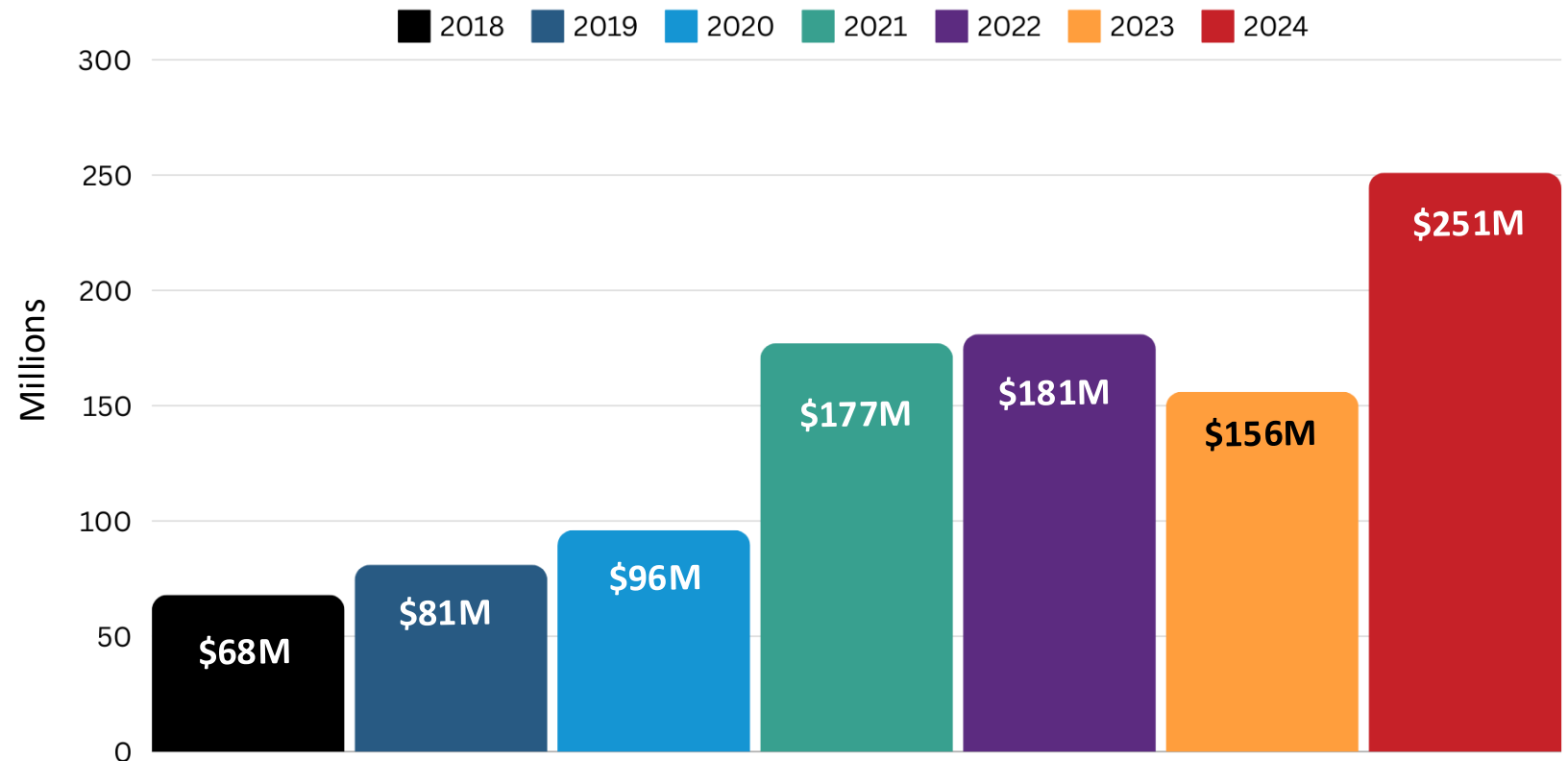
 Veterans

 Community Services

Pierce County Human Services *Budget*



- 2024-2025 Biennial Budget **\$481M**
- **495 contracts** approved or in process
 - Fee for service
 - Reimbursement



*2018-2023 figures show actuals; 2024 represents budget.

Contracting Process *Overview*

1. Development
2. Solicitation
3. Application evaluations
4. Funding recommendations
5. Award announcements
6. Contract negotiations
7. Internal contract reviews
8. Signatures

Contracting Process

What We Get Right

- Certain contract types are executed more smoothly than others.
- PCHS has longstanding relationships with providers that are integral to the community's well-being.
- The department's mission, strategic plan, and technical assistance support the accessibility of public funding for providers of all sizes and experience levels.

Contracting Process

Where We Fall Short

- Technical errors
- Length of time involved in contract negotiation and approval processes
- Changing insurance requirements
- Lack of written guidance
- Provider administrative expertise

Contract Process Improvement *2021-2023 Initiative*

- Efficient use of resources
- Compliance with regulations.
- Support for vulnerable populations
- Building stronger provider relationships
- Accountability and transparency
- Risk management
- Adapting to changing needs

Contracting Process Improvement

Phase 1

- Project charter
- Templates for different agreement types:
 - ARPA Subrecipient/Vendor
 - Professional/Client Services
 - PCHS Subrecipient
 - Exhibits and General Terms and Conditions
- Internal Human Services contract staff support → Finance Department

Contracting Process Improvement

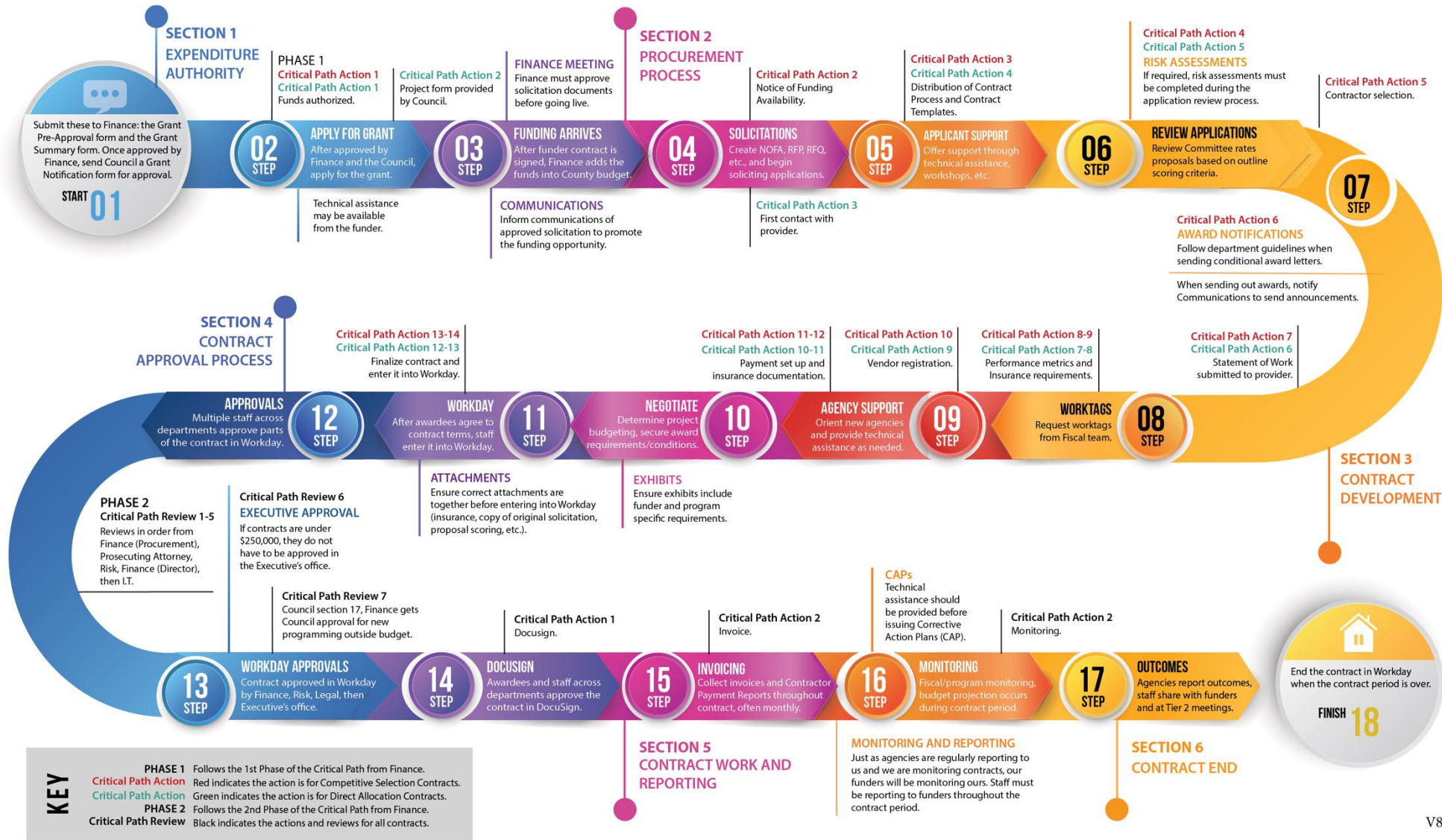
Phase 2

- Updated project charter.
- Performance metrics that are meaningful, measurable, and achievable.
 - Unit costs
- Processes:
 - Contract life cycle mapping
 - Identification of bottlenecks and inconsistencies
 - Roles and responsibilities

Contracting Process Improvement

Phase 2

- More templates:
 - Contract types
 - Contract Summary Form
 - Insurance
 - Amendments
- Brought in Communications to support change management, internal communications, and graphic design.



Contract Development and Approval Process Map



[Workday Approval Timeline](#)

Contracting Process Improvement

Phase 3

- Updated project charter.
- Monitoring guidelines.
- Quarterly contract meetings.

Contracting Process Improvement

Phase 3

- Tools and resources:
 - Internal contract site
 - Pre-approval checklist
 - Stellar examples
 - Fiscal procedures
 - Award letter template
 - Timeline for providers

Continued Efforts

Adjacent Process Improvements

- Invoices
- Solicitations
- Provider onboarding
- Application Evaluation Committees (AEC)
- Risk assessments

Continued Efforts

Finance Department Collaboration

- Weekly cross-departmental meetings.
- Dedicated PCHS positions in procurement unit.
- OpenGov platform.

Continued Efforts Contract Approval Tracking

	Supplier	Total Contract Amount	Start Date	End Date	Cost Center	Fund	Contract Spec	Contract Number	Supplier Cont Status	Last App Date	Awaiting Mex Approvr	As of May 15 Report
1												
2	Puget Sound Educational Services District	\$148,940.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-11010	New Con	4/10/24	Program	36
3	Camp Fire Usa	\$138,190.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-11020	New Con	4/16/24	Program	34
4	Inside Passages Pierce County	\$230,560.00	7/1/23	6/30/24	Coordinated Entry	136-00	B Barmore	SC-110334	Amend	4/24/24	Program	21
5	Big Brothers Big Sisters of Puget Sound	\$150,000.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110556	New Con	5/8/24	Program	13
6	Orting Valley Senior Center	\$333,207.00	1/1/24	12/31/25	Other Activities	115-00	S McKinney	SC-110732	Amend	5/9/24	Program	16
7	Care & Care Healthcare LLC	\$60,000.00	5/1/24	12/31/25	Caregiver Training	115-00	L Merrell	SC-110551	New Con	5/15/24	Cost Contr Magr	13
8	Amars	\$156,900.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110330	New Con	5/15/24	Cost Contr Magr	26
9	TeamChild	\$167,400.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110554	New Con	5/15/24	Cost Contr Magr	13
10	Safe Streets Campaign	\$250,000.00	1/1/24	12/31/25	Public Services (MCE)	001-00	B Barmore	SC-11070	New Con	5/15/24	Cost Contr Magr	7
11	Catholic Community Services	\$1,003,153.00	7/1/23	6/30/24	Emergency Shelter	133-00	B Barmore	SC-110247	Amend	5/1/24	Grant Magr	15
12	Wellsky Corporation	\$260,320.00	1/1/22	12/31/25	HMIS	136-00	B Barmore	SC-108366	Amend	5/15/24	Grant Magr	9
13	Homeward Bound in Puyallup	\$370,000.00	1/1/24	12/31/25	American Rescue Plan	130-00	B Barmore	SC-110038	New Con	5/15/24	Grant Magr	12
14	Asia Pacific Cultural Center	\$143,440.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-11031	New Con	4/24/24	Legal	26
15	The Rescue Mission	\$799,280.00	7/1/23	6/30/24	Emergency Shelter	133-00	B Barmore	SC-110275	Amend	5/13/24	Legal	9
16	Pierce County Alliance	\$522,000.00	1/1/24	12/31/25	CD Fund Balance	115-00	A Rayburn	SC-110846	New Con	5/9/24	Executive	21
17	Pierce County Alliance	\$575,058.00	1/1/24	12/31/25	Behavioral Health Services	189-00	A Rayburn	SC-110847	New Con	5/9/24	Executive	21
18	Family Promise of Pierce County	\$1,000,000.00	4/1/24	12/31/25	American Rescue Plan	130-00	B Barmore	SC-110012	New Con	5/9/24	Executive	26
19	Childrens Therapy Center	\$2,313,825.00	7/1/23	6/30/24	ESIT - Direct	115-00	J Lynch	SC-110303	Amend	3/6/24	Sig Process	77
20	Tacoma Memorial Alliance	\$608,728.00	1/1/23	6/30/24	Coordinated Entry	136-00	B Barmore	SC-109873	Amend	4/10/24	Sig Process	43
21	Catholic Community Services	\$737,923.00	7/1/22	6/30/24	Coordinated Entry	136-00	B Barmore	SC-109587	Amend	4/24/24	Sig Process	43
22	Catholic Community Services	\$568,105.00	7/1/23	6/30/24	Coordinated Entry	136-00	B Barmore	SC-110332	Amend	4/24/24	Sig Process	43
23	Catholic Community Services	\$86,837.00	7/1/23	6/30/24	Emergency Shelter	133-00	B Barmore	SC-110244	Amend	5/6/24	Sig Process	16
24	Catholic Community Services	\$559,811.00	7/1/23	6/30/24	Rapid Rehousing	133-00	B Barmore	SC-110248	Amend	5/6/24	Sig Process	15
25	City Of Puyallup	\$403,797.00	7/1/23	6/30/24	Emergency Shelter	133-00	B Barmore	SC-110249	Amend	5/6/24	Sig Process	16
26	The Salvation Army - Nw Division	\$272,866.00	7/1/23	6/30/24	Emergency Shelter	136-00	B Barmore	SC-110267	Amend	5/6/24	Sig Process	16
27	The Rescue Mission	\$483,845.00	7/1/23	6/30/24	Outreach	133-00	B Barmore	SC-110277	Amend	5/6/24	Sig Process	15
28	Metropolitan Development Council	\$344,153.00	1/1/24	6/30/25	Outreach	136-00	B Barmore	SC-110001	New Con	5/9/24	Sig Process	41
29	Associated Ministries of Tacoma-Pierce County	\$945,313.00	7/1/23	6/30/24	Rapid Rehousing	136-00	B Barmore	SC-110242	Amend	5/10/24	Sig Process	15
30	LASA	\$71,930.00	7/1/23	6/30/24	Emergency Shelter	133-00	B Barmore	SC-110258	Amend	5/10/24	Sig Process	15
31	Ywca Of Pierce County	\$266,392.00	7/1/23	6/30/24	Emergency Shelter	136-00	B Barmore	SC-110278	Amend	5/10/24	Sig Process	15
32	Oasis Youth Center	\$80,500.00	1/1/24	12/15/24	Tax Payer Accountability	185-00	P S-Klewin	SC-110673	Amend	5/10/24	Sig Process	13
33	Mountain View Community Center	\$10,000.00	1/1/24	12/31/24	Public Services (MCE)	001-00	B Barmore	SC-110853	New Con	5/10/24	Sig Process	26
34	Open Doors for Multicultural Families	\$48,000.00	4/15/24	6/30/25	Outreach and Advocacy	115-00	B Barmore	SC-110021	New Con	5/10/24	Sig Process	34
35	Communities In Schools - Peninsula	\$184,420.00	1/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110023	New Con	5/10/24	Sig Process	34
36	Boys & Girls Clubs Of South Puget Sound	\$67,500.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110046	New Con	5/10/24	Sig Process	16
37	Low Income Housing Institute	\$644,627.00	7/1/23	6/30/24	Rapid Rehousing	136-00	B Barmore	SC-110262	Amend	5/15/24	Sig Process	12
38	St Vincent de Paul	\$389,845.00	7/1/23	6/30/24	Emergency Shelter	136-00	B Barmore	SC-110270	Amend	5/15/24	Sig Process	9
39	Tacoma Community House	\$150,950.00	7/1/23	6/30/24	Outreach	133-00	B Barmore	SC-110271	Amend	5/15/24	Sig Process	9
40	Tacoma Community House	\$218,717.00	7/1/23	6/30/24	Rapid Rehousing	133-00	B Barmore	SC-110273	Amend	5/15/24	Sig Process	9
41	Prairie Ridge Maintenance CO	\$10,000.00	1/1/24	12/31/24	Violence Prevention Services (GF)	001-00	B Barmore	SC-110885	New Con	5/15/24	Sig Process	7
42	Big Brothers Big Sisters of Puget Sound	\$112,220.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110553	New Con	5/15/24	Sig Process	13
43	Tacoms Arts Live	\$171,920.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110555	New Con	5/15/24	Sig Process	13
44	Ywca Of Pierce & Kitsap Counties	\$43,500.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110660	New Con	5/15/24	Sig Process	12
45	Safe Streets Campaign	\$120,000.00	3/1/24	12/31/25	Violence Prevention Services (GF)	001-00	B Barmore	SC-110061	New Con	5/15/24	Sig Process	12
46	Synergy Solutions LLC	\$47,000.00	5/15/24	5/15/25	Developmental Disabilities Cost Center	115-00	J Lynch	SC-110064	New Con	5/15/24	Sig Process	9
47	Pierce County Community Development Corp	\$2,027,361.50	7/1/21	3/31/24	CDBG Capital/Public Improvements	134-00	B Barmore	SC-108875	Approved			
48	Comprehensive Life Resources	\$1,500,000.00	1/1/22	12/31/23	Behavioral Health Services	183-00	T Wheelidon	SC-108362	Approved			
49	HopeSparks	\$609,449.00	7/1/22	6/30/24	Kinship Care	115-00	S McKinney	SC-109373	Approved			
50	Resicon Llc	\$17,707.00	3/27/23	12/31/24	Weatherization Svcs	167-00	L Buchanan	SC-109381	Approved			
51	PurFoods LLC	\$126,382.00	7/1/23	6/30/24	Home Delivered Meals	115-00	S McKinney	SC-110219	Approved			

Continued Efforts

Council Consultant Review

- County appropriated \$75,000 for consulting support to review and improve PCHS contracting processes.
- Selected consultants experienced in local and state government.
- 15-member team (PCHS, County Council, Finance, and representatives from local service providers) began mapping and unpacking procurement workflow this fall.
- Improvement recommendations expected Q1 2025.

Current Status

Unexpected Effects

- More oversight:
 - PCHS
 - Finance
 - Prosecuting Attorney's Office
 - County Executive
 - County Council
- More documents:
 - Memos
 - Ordinances
 - Resolutions

Current Status

Improvement Impacts

- Increased awareness of complexity
- Workday processing time
- Reduction in technical errors
- Provider technical assistance
- Improved cross-division and cross-department collaboration
- Better understanding of procurement and contracting laws

Current Status

Why Does This Matter?

1. **High-quality contracts** and **smooth procurements** are essential to ensuring **public funds** are used efficiently and that **services reach those in need** without delay.
2. Contract templates and required documents create consistency by facilitating **constant form and structure**.
3. Multi-year contract process improvement projects have been **crucial in refining these systems, reducing risks, and enhancing accountability**.
4. Increases **trust and transparency** with service providers and the community.

Current Status

What is Next?

- PCHS is addressing **immediate changes to the process** that we can implement before the consultants' work is done, improving the process for those we're currently contracting with.
- County will receive and consider all recommendations from consultants (council may preemptively fund).
- PCHS will continue to **educate** providers, council members, and council staff on our processes and constraints.

Questions?

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