

June 5, 2025

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

Board of County Commissioners  
Clackamas County

**Approval of an Amendment to a Personal Services Contract with Catholic Charities for housing case managers and other support staff at Good Shepherd Village. Amendment Value is \$1,095,165.51 for 1 year. Total Contract Value is \$3,253,599.55 for 3 years. Funding is through Supportive Housing Services Measure funds. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	Original Contract Approved, September 21, 2023, 20230921 IV.E.2 Amendment 1 Approved, June 13, 2024, 20240613 IV.B.2		
<b>Performance Clackamas</b>	1. This programming aligns with H3S's Strategic Action 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. Amanda Keller	<b>Procurement Review</b>	No
<b>Contact Person</b>	Vahid Brown, HCDD Deputy Director	<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 #11231 with Catholic Charities for supportive housing case management, resident services and additional building support services and staff at Good Shepherd Village. The amendment adds one year and \$1,095,165.51 to the contract for a new total contract value of \$3,253,599.55 for three years.

Good Shepherd Village is a 58-unit permanent supported (PSH) housing community in Happy Valley. Since properties comprised of all PSH units compared to those with only a few PSH units, they often need additional supportive services for residents and the building to ensure housing retention and community management; staff has worked to provide a 24/7 supportive services model at Good Shepherd Village.

Amendment #2 will extend the current personal services contract for an additional year and provide the funding necessary to continue to provide the 24/7 supportive staffing model at the property. Support at the site through this amendment includes 3 FTE of housing case managers, 1.25 FTE of resident services staff, 3 FTE front desk staff, and a contracted security service. This increased staffing model provides the additional support often needed for households transitioning from homelessness, many of whom may need frequent in-person contact to increase housing retention, especially in their first 6-12 months of tenancy.

This amendment is fully funded through the regional Supportive Housing Services Fund, and no County General Funds are involved.

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**RECOMMENDATION:** Staff respectfully requests that the Board of County Commissioners approve Amendment #2 to the contract (11231) 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 #2**  
**TO THE CONTRACT DOCUMENTS WITH CATHOLIC CHARITIES FOR**  
**SUPPORTIVE SERVICES AT GOOD SHEPHERD VILLAGE**  
**Contract #11231**

This Amendment #2 is entered into between Catholic Charities (“Contractor”) and Clackamas County (“County”) and shall become part of the Contract documents entered into between both parties on September 21, 2023 (“Contract”).

The Purpose of this Amendment #2 is to make the following changes to the Contract:

1. ARTICLE I, Section 1. **Effective Date and Duration** is hereby deleted in its entirety and replaced with the following:

This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on June 30, 2026. The Contract may be extended, upon execution of a written amendment(s) by both parties, for up to two (2) 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 deleted in its entirety and replaced with the following:  
Contractor shall provide Supportive Services at Good Shepherd Village (“Work”), further described in the **revised Exhibit A**, attached to Amendment #2 and incorporated by this reference herein.

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

- a. In consideration for Contractor performing Work during the extended term of this Contract, County shall pay Contractor an amount not to exceed \$1,095,165.51. The total Contract compensation will not exceed \$3,253,599.55.

- b. Article I, Section 3. Consideration is hereby deleted in its entirety and replaced with the following:

The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed Three Million Two Hundred Fifty-Three Thousand Five Hundred Ninety-Nine Dollars and Fifty-Five Cents (\$3,253,599.55) for accomplishing the Work required by this Contract. Consideration is on a reimbursement basis in accordance

with the budget set forth in **Exhibit B to this Amendment #2**, attached hereto and incorporated by this reference herein.

Budget line items within categories may be changed with written agreement by both parties. County may approve, in writing, adjustments to budget line item amounts provided the maximum Contract amount is not exceeded.

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 and when Contractor's first monthly invoice is submitted and paid. Advanced Funds may continue to be used to pay Contractor's eligible expenses incurred from July through March 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 during the July through March time period 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 reviews, approves, and pays Contractor's monthly invoices.

Contractor shall separately account for use of the Advanced Funds on a monthly basis. The parties intend that as of April of each contract year, the Contractor shall have enough Advanced Funds remaining to cover a substantial portion of the costs for remaining Work. As such, starting in April 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 include the same information and supporting documentation as an invoice submitted pursuant to Article I, Section 4 of the Contract. The reconciliation statement shall document, to County's satisfaction in its sole discretion, 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 (April through June).

For the month of the contract year when advanced funds are fully spent down, which is anticipated to be May or June, Contractor shall submit a final reconciliation statement that details the use of the remaining Advanced Funds, if any. If the Advanced Funds do not fully cover eligible Work performed by Contractor, Contractor shall submit an invoice for the remaining amounts owed. The invoice amount shall be reduced by the remaining Advanced Funds.

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.

Prior to County advancing the Contractor the Advanced Funds, Contractor must

submit an advance request, in a form acceptable to the County, that details the amount of the Advanced Funds requested, the specific purposes for which the Advanced Funds will be used, and such other information as the County may require.

If the Advanced Funds request is approved by the County, County will issue payment of the Advanced Funds within 30 days of approval.

Advanced Funds do not increase the maximum compensation amount set forth above. Contractor shall not submit invoices for, and County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above.

The Advanced Funds are not intended to be used to expand the Work beyond the eligible expenses incurred for the thirty-day period in accordance with the terms 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 misuse and is a breach of the Contract. Upon such breach, and in addition to any other right or remedy provided at law, in equity, or in this Contract, County may require Contractor to immediately repay all or a portion of the Advanced Funds, terminate the Contract, and/or reduce any pending invoice for Work performed by the amount of misused Advanced Funds.

ORIGINAL CONTRACT	\$ 1,063,268.00
AMENDMENT #1	\$ 1,095,166.04
<b>AMENDMENT #2</b>	<b>\$ 1,095,165.51</b>
<b>TOTAL AMENDED CONTRACT</b>	<b>\$ 3,253,599.55</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.

**Catholic Charities**

 5/14/25

\_\_\_\_\_  
Authorized Signature                      Date

Kaleen Deatherage  
\_\_\_\_\_  
Printed Name


**Clackamas County**

\_\_\_\_\_  
Signature                                      Date

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**Approved as to Form:**

 5/14/2025  
\_\_\_\_\_  
County Counsel                                      Date

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

**Supportive Housing Case Management/Retention (“SHCM”) Program Design**

Catholic Charities (“Contractor”) is a non-profit organization that provides intensive case management, peer support, housing navigation, and a supportive community environment for individuals, families, and veterans. Good Shepherd Village is a housing project located at 12596 SE 162<sup>nd</sup> Ave., Happy Valley, Or 97086. The property has one hundred and forty-two (142) housing units comprised of studios, one, two, and three-bedroom units supported by resident services (Resident Services or RS), with 58 of these units being dedicated to permanent supportive housing (PSH). Resident Services are further defined below.

Contractor shall provide a supportive housing case management program. Supportive housing is affordable housing combined with ongoing services that are flexible, participant-driven, not time-limited, and voluntary to assist households who are experiencing homelessness in achieving housing stability and personal wellness. The program will assist households in maintaining permanent housing within the Metro jurisdictional area.

This program will work with the HST Navigation (NAV), Outreach and Engagement and Safety off the Streets (O&E/SoS) and Supportive Housing Case Management (SHCM) Program Coordinators to provide engagement, problem solving, matching, warm hand-offs to services, and re-location assistance and support as needed.

All referrals to SHCM will come from the by-name list and through Coordinated Housing Access (CHA) system. Programs receive referrals through the matching process. When the program receives referrals, each new referral will be contacted via all known contact points. Those referrals coming from housing navigation services will receive a warm hand-off (see warm hand off guidance) into this SHCM program. Case managers will assist with housing navigation and placement as needed.

Subject to availability of funds, as determined by Clackamas County’s Housing Services Team (HST) in its sole administrative discretion, HACC will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program. HST will provide coordination to support smooth transitions between housing navigation/placement and supportive housing case management.

The program will assist approximately 142 households with Resident Services. The program will provide permanent supportive housing services to 23 households with tenant-based rental subsidy, and 35 households with project-based rental subsidy with supportive housing case management, 15 of which will be veteran specific. The expected case manager to participant ratio is approximately 1:25 for families and 1:10 for adults/veterans. As more participants are added to the case load, more staff must be added to accommodate them.

Case management services are dedicated to ensuring participants remain in permanent housing long-term either through ongoing housing subsidy and support or by “graduating” from rental subsidy and/or intensive case management. Program case managers and leadership will work with HST SHCM program coordinator on housing retention, capacity building and training needs.

Specific components of supportive housing case management include, but are not limited to:

- Intensive, relationship based, and trauma informed one-on-one case management focused on housing stabilization and lease compliance offered at least monthly (and in most cases, weekly). Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:
  - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
  - Create a housing stability action plan and housing goals for each household, including wraparound services, which are determined by participants and focused on housing success.
  - Evaluate progress, as defined by the participant, and adjust plan as needed
  - Ensure each participant has a monthly plan to pay their portion of the rent/utilities; money management support
  - Assistance responding to RLRA requirements including inspections and paperwork completion
  - Act as a landlord contact and assist in landlord relationship development
  - Education on tenant and landlord rights and responsibilities
  - Regular communication with the tenant and property management
  - Early intervention and support to address issues that could jeopardize housing stability
  - Problem solving and crisis management
  - Connection to independent living supports and/or provision of life skills training, as needed
  - Connections to education and employment opportunities
  - Assistance (or connections to assistance) with applying for SSI/SSDI using the SOAR model, and other mainstream benefits, when appropriate.
  - Appropriate use of flexible funding to support housing stability and wellness goals
  - Assistance with house cleaning and unit maintenance as needed to ensure lease compliance
  - Coordination and connections with other supportive services as needed
  - Plan to “graduate” from housing subsidy and/or intensive housing case management services, as appropriate using "Move On" policy.

### **Supportive Housing Case Management Benchmarks**

<b>Outcome</b>	<b>Goal</b>	<b>Data Source</b>
Data Accuracy	95% data completeness in HMIS	HMIS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity	HMIS

Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition.	HMIS
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are re-located to a new rental unit without a break in supportive services	HMIS, case notes
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
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6 month follow-up assessment	HMIS

### **Benchmarks and Timeline:**

1. Hire and have 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 agency program manual and policies within 180 days of contract execution
5. Staff complete RLRA training and attend an RLRA Orientation within 30 days of being hired
6. Staff will participate in Built For Zero Case Conferencing within 30 days of being hired

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, including sharing examples among Contracted providers
4. Provide semi-annual “data progress reports” pulled and analyzed from HMIS, including equity data
5. Provide HMIS access, training, and support



6. Provide connections to CHA and Housing First Aid/diversion training
7. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed
8. Provide information, access, and/or support for staff to attend Equity, Inclusion and continuing education trainings
9. Connect all contracted programs with the overall system of services for people experiencing homelessness
10. Support both formal and informal partnerships between provider organizations, including those newly formed
11. 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
12. Identify unmet needs, gaps in services and system barriers and address these with the system of providers
13. Provide case staffing, either in a group of service provider peers or one-on-one, as needed
14. Assist with program access prioritization, as needed
15. Incorporate participant voice in SHS programming decisions
16. Maintain effective working relationships with contracted providers
17. Attend training and community/systems meetings
18. Provide or assist with creation of necessary participant/program forms
19. 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.
20. Coordinate with Contractor to participate in by-name-list case conferencing meetings
21. 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 30 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. Number of households served
  - ii. Bed/Unit utilization
  - iii. Rates of increased income and benefits
  - iv. Rates of Permanent Housing
    - 1. Maintenance of housing in program
    - 2. Exits to other permanent housing
    - 3. Relocations within program to another PH unit
    - 4. Post-exit follow-up PH retention rates
  - v. Average cost per household served annually
- 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 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 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
- 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.

#### 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. 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

**EXHIBIT B  
PERSONAL SERVICES CONTRACT  
BUDGET**

Budget FY 25/26		
Line Item Category	Narrative/Description	Funds Requested
<b>Supported Housing Case Management</b>		
<b>Personnel</b>		
Salaries & Wages	Director 0.20, Mgr 1.0, Coord. 1.0, Case Mgrs 3.0, Res Serv. 1.25 (6.45 FTE)	\$352,788.25
Payroll Taxes		\$48,155.60
Workers Compensation		\$3,011.99
Employee Benefits		\$124,140.38
Retirement		\$11,642.01
<b>Personnel Subtotal:</b>		<b>\$539,738.24</b>
<b>Program Operations - Materials and Supplies</b>		
Occupancy Costs	Rent, Insurance, Maintenance, Utilities, Communication, Equipment & Software	\$49,753.15
Program Costs	Office Supplies, Postage, Printing	\$5,310.33
Security Contract	\$13,000/mos	\$156,000.00
<b>Program Operations - Materials and Supplies Subtotal:</b>		<b>\$211,063.49</b>
<b>Client Services</b>		
Flex Funds	\$966/unit x 58 units +\$24k/yr for PSH supplies	\$80,000.00
<b>Client Services Subtotal:</b>		<b>\$80,000.00</b>
<b>Indirect Administration</b>		
Overhead/Admin	48.98% of salaries & benefits	\$264,363.79
<b>Total Indirect:</b>		<b>\$264,363.79</b>
<b>Supportive Housing Case Management</b>		<b>\$1,095,165.51</b>
<b>Total Budget:</b>		<b>\$1,095,165.51</b>