

June 5, 2025

BCC Agenda Date/Item: _____

Board of County Commissioners
Clackamas County

Approval of an Amendment to a Personal Services Contract with Just Compassion of East Washington County for Supportive Housing Case Management Services at Clackamas Apartments. Amendment value is \$371,421.25 for 1 year. Total contract value is \$742,842.50 for 1 year and 6 months. Funding through Supportive Housing Services Measure funds. No County General Funds are involved.

Previous Board Action/Review	Original Contract Approved, December 12, 2024, 20241212 II.D.2		
Performance Clackamas	1. This funding 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.		
Counsel Review	Yes. Amanda Keller	Procurement Review	No
Contact Person	Vahid Brown, HCDD Deputy Director	Contact Phone	(971) 334-9870

EXECUTIVE SUMMARY: On behalf of the Housing and Community Development Division (HCDD), Health, Housing, and Human Services requests approval of Amendment #1 to Contract #11889 with Just Compassion of East Washington County ("Just Compassion") for supportive housing case management services at Clackamas Apartments.

Clackamas County, through HCDD, issued a request for proposals on July 2024 for providers of site-based Supportive Housing Case Management Services at Clackamas Apartments, a 20-unit affordable housing residential location that serves households with a severe and persistent mental illness who are at or below 50% of Area Median Income (AMI). Clackamas County awarded Just Compassion this opportunity to contract to provide these services.

Just Compassion is a non-profit organization experienced in case management services focused on serving households who are at risk or are experiencing homelessness. They have developed the ability to identify barriers and implement solutions to housing stability effectively, as well as use research-based approaches around individual autonomy, motivational interviewing, intensive case management, and assertive community treatment to achieve long-term success for participants in their program.

This program assists 20 households annually in maintaining permanent housing within the Metro jurisdictional area by providing services to residents in 20 affordable housing units at Clackamas Apartments that serve the above-mentioned population. The case management services offered are committed to ensuring participants sustain permanent housing over the

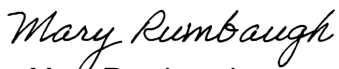
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long term, either through ongoing housing subsidy and support or by successfully transitioning away from rental subsidy and/or intensive case management support.

This Amendment #1 extends the provision of Supportive Housing Case Management services by Just Compassion for an additional year. The amendment value is \$371,421.25 for 12 months, funded by Supportive Housing Services funds. No County General funds are involved.

RECOMMENDATION: Staff respectfully request that the Board of County Commissioners approve Amendment #1 (11889) 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 and Human Services

AMENDMENT #1
TO THE CONTRACT DOCUMENTS WITH JUST COMPASSION OF EAST WASHINGTON
COUNTY FOR SUPPORTIVE HOUSING SERVICES AT CLACKAMAS APARTMENTS
Contract #11889

This Amendment #1 is entered into between Just Compassion of East Washington County (“Contractor”) and Clackamas County (“County”) and shall become part of the Contract documents entered into between both parties on December 12, 2024 (“Contract”).

The Purpose of this Amendment #1 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. This Contract may be renewed for two (2) additional one-year renewal terms, upon the mutual agreement of both parties.

Prior to consideration of any 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. 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 Housing Case Management Services at Clackamas Apartments (“Work”), further described in the revised **Exhibit A attached to Amendment #1 and incorporated 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 \$371,421.25. The total Contract compensation will not exceed \$742,842.50.

- 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 Seven Hundred Forty-Two Thousand Eight Hundred Forty-Two Dollars and Fifty Cents (\$742,842.50) for accomplishing the Work required by this Contract. Consideration rates are on a reimbursement basis in accordance with the budget attached hereto as **Exhibit B to Amendment #1** and incorporated by this reference herein. If any interim payment to Contractor is made, such payments shall be made only in accordance with the schedule and requirements in Exhibit A.

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 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.

Contractor understands and agrees that the County's obligation to pay Contractor for performing the Work under this Contract is expressly contingent upon the County receiving sufficient funds, as determined by the County in its sole administrative discretion, from the Metro Regional government ("Metro") under the supportive housing services program tax, approved as ballot measure 26-210.

ORIGINAL CONTRACT	\$ 371,421.25
<u>AMENDMENT #1</u>	<u>\$ 371,421.25</u>
TOTAL AMENDED CONTRACT	\$ 742.842.50

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

**Just Compassion of East Washington
County**



Authorized Signature 05/12/2025
Date

Michael Austin
Printed Name

Clackamas County

Signature Date
Name: _____

Title: _____

Approved as to Form:



County Counsel 5/13/2025
Date

EXHIBIT A
PERSONAL SERVICES CONTRACT
SCOPE OF WORK

Supportive Housing Case Management/Retention ("SHCM") Program Design

Just Compassion of East Washington County ("Contractor") is a non-profit organization experienced in case management services focused on serving households within the target population of this program. Contractor has developed the ability to effectively identify barriers and implement solutions to housing stability, and uses research-based approaches around individual autonomy, motivational interviewing, intensive case management and assertive community treatment to achieve long-term success of participants in their program.

Contractor will provide a site-based supportive housing case management program at Clackamas Apartments, located in Clackamas, OR. 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 by providing supportive housing case management services to residents in **20 units of affordable housing at Clackamas Apartments** that serve households with a severe and persistent mental illness who are at or below 50% of Area Median Income ("AMI"). The primary aim of this program is to provide assistance to households that have secured permanent housing and express a need for, or desire to receive, supportive services to enhance housing stability. If households are already receiving housing support through alternative programs, they may be referred to this specific program for continuous case management services.

This program covers the expenses associated with case management and other support services, and Contractor delivering these services will not be tasked with administering or providing rent subsidies for the participating households. The case management services offered are committed to ensuring participants sustain permanent housing over the long term, either through ongoing housing subsidy and support or by successfully transitioning away from rental subsidy and/or intensive case management support (referred to as "graduating").

For households receiving rental subsidies managed by HCDD, the responsibility of paying the monthly rental subsidy directly to the landlord lies with HCDD. While other sources of rental subsidy may include federal or state-funded programs, Contractor will be responsible for delivering supportive housing case management and not managing rental subsidies.

Contractor will provide long-term supportive housing services following a Housing First model, providing engagement, problem solving, internal warm hand-offs if need occurs and relocation assistance and support as needed. In its performance of these activities, 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. Referrals to SHCM will come from the By Name List (BNL) and through Coordinated Housing Access (CHA) system (see CHA referral process). When the program receives referrals, each new referral will be contacted via all known contact points within 3 to 5 business days, and this will be tracked in participant case notes.

Subject to availability of funds, as determined by the Housing Authority of Clackamas County ("HACC") in its sole administrative discretion, HACC will pay the rental subsidy costs through the Regional Long-term Rental Assistance (RLRA) program or other applicable voucher program of participant households receiving supportive housing case management from Contractor.

Contractor will provide two intensive care case managers to represent the 20 units, with each case manager overseeing 10 units. The program will assist no less than **20 households** with supportive housing case management. The expected case manager to participant ratio is approximately 1:10.

Case management services are dedicated to ensuring participants remain in permanent housing long- term through ongoing housing subsidy and support. Contractor must adhere to any and all HST policies/protocols for non-engagement, and graduation for situations in which case management services may be ended. Exits should be rare and in extreme situations or when people meet graduation requirements. 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 many cases, weekly). The need for support may be more intensive once people are housed and for the first six months after. Case management may be more intensive to support people with adjusting to housing and connecting with all needed benefits and resources. Case management must be highly flexible and tailored to meet the needs of each individual. These services must include, but are not limited to:
 - o Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment
 - o Work with participant to identify, develop, and maintain safe meaningful connections to their community/support network
 - o Create a housing stability action plan and housing goals for each household, including wraparound services, which are collaborative between case manager and participant and focused on housing success.
 - o Evaluate progress related to housing action plan, as defined through

collaborative process with case manager and participant, and adjust plan as needed

- o Ensure each participant has a monthly plan to pay their portion of the rent/utilities; Refer to Utility Payment Program and/or Social Security Representative Payee services if needed and eligible
- o Assistance responding to voucher/rental subsidy requirements including inspections and paperwork completion
- o Create strong relationships with Landlords. Act as a landlord liaison and assist in landlord relationship development; assist participants with responding to notices from landlord
- o Provide early intervention and support to address issues that could jeopardize housing stability
- o Education on tenant and landlord rights and responsibilities; connect participants with Housing Rights and Resources and/or Housing Mediation services as needed
- o Encourage regular communication with the tenant and property management
- o Provide problem solving and crisis management
- o Provide connection to independent living supports and/or provision of life skills training, as needed
- o Provide connections to education and employment opportunities
- o Assist (or connect to assistance) with applying for SSI/SSDI using the SOAR model, and other mainstream benefits, when appropriate; refer to ASSIST program for SSI/SSDI application support
- o Make appropriate use of flexible client services funding to support housing stability and wellness goals
- o Assist with house cleaning and unit maintenance as needed to ensure lease compliance through approved use of flex funding
- o Coordination and connections with other supportive services as needed
- o Complete annual review. Discuss readiness to "graduate" from housing case management services, as appropriate using "Graduation" protocol.
- o If participant loses their housing voucher, case manager will look at housing first and diversion options to find other opportunities for participants whenever possible.

Supportive Housing Case Management Benchmarks

Outcome	Goal	Data Source
Data Completeness	95% of 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, annual review, status changes and entering case managers	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
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 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.

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 by HST:

- 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
 1. 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 28 of the Contract.
2. Work with HST to continually improve 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
6. 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. 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 | • RLRA Action Plan Policy |
| • Flexible Funding Use Guidelines | • Progress Notes Policy |
| • Graduation Protocol | |
| • Transfer Policy | |
| • Non-Engagement Policy | |
| • Housing First Policy | |

EXHIBIT B
PERSONAL SERVICES CONTRACT
BUDGET FY 25-26

Budget		
Item Category	Description	Funds
Case Management Clackamas Apartments		
Personnel		
Case Managers	65,000 per year (Two Case Managers)	\$130,000.00
Medical/Dental Insurance	2 employees @ 565 per month	\$13,560.00
FICA/Medicare & State Payroll Tax	7.65% fed tax +1.9% state	\$12,415.00
Recruiting, hiring + training	5,000 per employee	\$10,000.00
Personnel Subtotal:		\$165,975.00
Program Operations - Materials and Services		
Office Supplies	Basic office supplies	\$3,000.00
Occupancy	Office space in Clackamas (\$1,500 per month)	\$18,000.00
Expenses	computers, telephones, office utilities, cell phone bill, and mileage, etc...	\$26,000.00
Program Operations Subtotal:		\$47,000.00
Client Services		
Flex funds	\$5,500 per unit (20 units)	\$110,000.00
Client Services Subtotal:		\$110,000.00
Grand Subtotal :		\$322,975.00
Indirect Administration		
Admin Costs	15%	\$48,446.25
Indirect Administration Subtotal:		\$48,446.25
Total Funds Requested:		\$371,421.25