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Clackamas County
www.clackamas.us

June 4, 2026

BCC Agenda Item: _____

Board of County Commissioners
Clackamas County

Approval of an Amendment with Just Compassion of East Washington County for Supportive Housing Case Management Services at Clackamas Apartments. Amendment Value is \$371,421.25 for one year. Total Agreement Value is \$1,114,263.78 for 3 years. Funding is through Supportive Housing Services funds. No County General Funds are involved.

Previous Board Action/Review: June 5, 2025 – Amendment 1 – Term extension
December 12, 2024 – Original Contract

Performance Clackamas: Safe, healthy, and secure communities.

Counsel Review: Yes, Andrew Naylor

Procurement Review: Yes

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 2 to contract 11889 with Just Compassion of East Washington County (“Just Compassion”) for Supportive Housing Case Management Services to residents at Clackamas Apartments.

Clackamas Apartments serves households with a severe and persistent mental illness who are at or below 50% of Area Median Income. 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. Just Compassion provides supportive housing case management services to assist residents living in 20 units of affordable housing at Clackamas Apartments annually.

This amendment extends the term of the contract for one year, provides updated language and scope of work, and \$371,421.28 in Metro Supportive Housing Service funds. No County General Funds are involved.

RECOMMENDATION: Staff respectfully requests that the Board of County Commissioners approve this Amendment 2 to Contract 11889 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

For Filing Use Only

Healthy Families. Strong Communities.

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AMENDMENT #2
TO THE CONTRACT DOCUMENTS WITH JUST COMPASSION OF EAST WASHINGTON COUNTY FOR SUPPORTIVE HOUSING SERVICES AT CLACKAMAS APARTMENTS
Contract #11889

This Amendment #2 is entered into between Just Compassion of East Washington County (“Contractor”) and Clackamas County (“County” or “HCDD”) and shall become part of the Contract documents entered into between both parties on December 12, 2024 (“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 amended as follows:

The Contract termination date is hereby changed from June 30, 2026, to **June 30, 2027**. The Contract may be extended, upon execution of a written amendment(s) by both parties, for up to one (1) one-year term.

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

During the extended term of this Contract, Contractor shall provide Supportive Housing Case Management Services at Clackamas Apartments (“Work”), further described in the revised **Exhibit A to this Amendment #2**, attached hereto and incorporated herein.

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

In consideration for Contractor performing Work during the extended term of this Contract, County shall pay Contractor an amount not to exceed \$371,421.28. The total Contract compensation shall not exceed \$1,114,263.75.

Consideration is on a reimbursement basis in accordance with the budget set forth in **Exhibit B to this Amendment #3**, 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, or amendment extending 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 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 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 pays Contractor's monthly invoices.

Starting in November 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 document, to County's satisfaction, 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 (November through June). When Advanced Funds are fully spent down, Contractor shall submit a final reconciliation statement that details the use of the remaining Advanced Funds, if any. If Contractor's expenses exceed the remaining Advanced Funds, Contractor may invoice the balance, reduced by any remaining Advanced Funds, and then resume invoicing County for reimbursement in accordance with the Contract.

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.

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 breach of the Contract. Upon such breach, and in addition to any other right or remedy County may have under the Contract, County may terminate the Contract and reduce any pending invoice for Work performed by the amount of the misused/unreturned 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
AMENDMENT #1	\$ 371,421.25
<u>AMENDMENT #2</u>	<u>\$ 371,421.28</u>
TOTAL AMENDED CONTRACT	\$1,114,263.78

4. ARTICLE II is hereby amended to add the following additional terms and conditions:

36. Media Releases, Public Acknowledgment. The parties acknowledge the value in coordinating public communications about the program and will make reasonable efforts to provide notice to each other prior to issuing press releases, holding press conferences, or engaging in other pre-planned media communications about the program. Similarly,

each party will make reasonable efforts to publicly recognize the other in any press releases or planned media-involved events relating to or describing the program, including and as applicable by providing a speaking opportunity for an elected and/or county official.

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.

**Just Compassion
of East Washington County**



Authorized Signature Date

Michael Austin
Printed Name

Clackamas County

Signature Date

Name: _____

Title: _____

Approved for Legal Sufficiency:



County Counsel 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 instability, 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 shall provide a 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.

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 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 maintain an approximate case manager-to-household ratio of 1:25 for supportive housing case management, and will assist no less than **20 households** with supportive housing case management. This ratio may vary depending on whether services are provided at a Permanent Supportive Housing (“PSH”) site or within a Resource Navigation/SHCM mixed caseload.

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. Exits should be rare and in extreme situations. Program case managers and leadership will work with HST SHCM or Housing for Success (“H4S”) program planner 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:
 - Identify and leverage existing individual/family strengths, expertise, and assets through a strength-based assessment.
 - Work with participant to identify, develop, and maintain safe meaningful connections to their community/support network.
 - 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.
 - Evaluate progress related to housing action plan, as defined through collaborative process with case manager and participant, and adjust plan as needed.
 - Ensure each participant has a monthly plan to pay their portion of the rent/utilities; Contractor shall refer individuals to utility payment programs and/or social security representative payee services if needed and eligible.

- Assist with responding to voucher/rental subsidy requirements including inspections and paperwork completion.
- Create strong relationships with landlords. Act as a landlord liaison and assist in landlord relationship development; assist participants with responding to notices from landlord.
- Provide early intervention and support to address issues that could jeopardize housing stability.
- Educate on tenant and landlord rights and responsibilities; connect participants with housing rights and resources and/or housing mediation services as needed.
- Encourage regular communication with the tenant and property management.
- Provide problem solving and crisis management.
- Provide connection to independent living supports and/or provision of life skills training, as needed.
- Provide connections to education and employment opportunities.
- Assist (or connect to assistance) with applying for SSI/SSDI using the SSI/SSDI Outreach, Access, and Recovery (“SOAR”) model, and other mainstream benefits, when appropriate; refer to ASSIST program for SSI/SSDI application support.
- Make appropriate use of flexible client services funding to support housing stability and wellness goals.
- Assist with house cleaning and unit maintenance as needed to ensure lease compliance through approved use of flex funding.
- Coordination and connections with other supportive services as needed.
- Complete annual review.
- If participant loses their housing voucher, look at housing first and diversion options to find other opportunities for participants whenever possible.

Benchmarks and Timeline:

1. Staff complete Housing First Response training. Contractors must make a good-faith effort to enroll newly hired staff in the next available training session, with completion expected no later than 12 months from hire, contingent on training availability and seat capacity. Email housingservices@clackamas.us to register for the training.
2. 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.
3. If contractor works with or utilizes HACC vouchers, staff must complete HACC voucher training and orientation as available within 180 days of being hired.

4. Direct service, outreach staff, and staff from PSH properties with openings will begin to participate (and will continue participating) in monthly in By Name List (BNL) case conferencing within 30 days of being hired.
5. Staff providing direct services and supervision should attend trainings appropriate to their program type as required by the program model and as trainings are available, i.e. Motivational Interviewing, Assertive Engagement, Fair Housing, Mental Health First Aid, Mandatory Reporting, and any other program-specific required trainings.

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 performance targets will result in the following progressive action:

- First time missing a benchmark/not making progress on performance targets:
 - A monitoring meeting will be set up between the Contractor and the Contract Manager to identify barriers and possible solutions.
 - Contractor and Contract Manager devise a plan with specific action steps and supports needed to address performance concerns.
- Second time missing a benchmark/not making progress on performance targets:
 - Another monitoring meeting set involving Housing Services Team (HST) leadership to discuss performance concern.
 - Issuance of a performance letter and implementation of a Performance Improvement Plan (PIP), including specific corrective actions and a clear explanation of consequences for not meeting performance standards.
- Third time missing a benchmark/not making progress on performance targets or goals set in the PIP:
 - Another monitoring meeting with HST Leadership, including an evaluation of PIP to consider all remedies, up to and including Contract termination.

HST will use Homeless Management Information System (HMIS) and training enrollment data to verify benchmark achievement. Contractor is expected to notify HST through email within 90 days (once staff are hired) if there are challenges meeting any of the benchmarks above.

HST Benchmark and Timeline responsibilities

Incorporate and adhere to the guiding principles and expectations set forth below:

1. Adhere to all applicable Fair Housing laws.
2. Support Contractor in creating policy manual, as needed.
3. Provide HMIS access, training, and support.
4. Provide connections to CHA and Housing First Response/diversion training.
5. Coordinate, support, and/or facilitate provider meetings, including case conferencing meetings, as needed.
6. Provide information, access, and/or support for staff to attend professional development training.

7. Connect all contracted programs with the overall system of services for people experiencing homelessness.
8. Support both formal and informal partnerships between provider organizations, including those newly formed.
9. 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
10. Identify unmet needs, gaps in services and system barriers and address these with the system of providers.
11. Provide case staffing, either in a group of service provider peers or one-on-one, as needed.
12. Assist with program access prioritization, including applying the override procedure, as needed.
13. Incorporate participant voice in programming decisions.
14. Maintain effective working relationships with contracted providers.
15. Attend and host training and community/systems meetings.
16. Collaborate in the creation of necessary program protocols and forms.
17. Support Contractor in identifying and re-matching households as needed, when capacity allows and request meets transfer protocol. Transfers will happen across contracted providers.
18. Coordinate with Contractor to participate in by-name-list case conferencing meetings.
19. 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 on performance targets.
3. Work with the Data Team to support the administration of participant surveys and metrics reporting and support HST in any collection of information needed in support of Metro quarterly and annual reporting, as needed, such as participant success stories.
4. Conduct post-program-exit follow-up assessments at 6-months post-exit.
 - a. Enter the results into HMIS.
5. Support administration of surveys to participants.
6. 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 program for contract compliance.

Contractor will be required to follow all County policies, protocols and guidelines including, but not limited to, the following:

- CHA/RLRA Referral Process
- Flexible Funding Use Guidelines
- Transfer Policy
- Non-Engagement Policy
- Housing First Policy
- RLRA Action Plan Protocol
- Progress Notes Protocol

Targets

Definition: Targets are specific and measurable outcomes by which a partner’s performance is evaluated. *Not all program types are applicable to all contracts.*

Outcome	Performance Targets	Data Source	Program Types
Data Completeness	95% of participants entered in HMIS within 3 business days of intake, ensuring Universal Data Element (UDE) completeness.	HMIS	All
Data Accuracy	95% of changes in participant status updated in HMIS within 3 business days, including updating program entries, exits, annual review, status changes and entering case managers.	HMIS	All
Housing Stability	On avg, the amount of time from 1 st contact to program engagement will be no more than 30 days.	HMIS	Outreach
Effective Services	Make 1 st effort at contact with people referred from by name list within 5 business days. Complete CHA assessment/BNL entries of newly homeless within 3 days of engagement. Contact made with at least 45% percent of target households within the first 6 months of contract. 50% of participants with at least 1 contact will fully engage in services. 90% of eligible service area has adequate outreach coverage.	HMIS GIS Tool	Outreach
Housing First	At least 10% of those referred to or seeking shelter are	HMIS	SOS

Response/ Diversion	provided with Housing First Response to find other safe, temporary shelter or long-term options, diverting them from entering the shelter/program.		STRA
Effective Services	Non-Pod Programs: Average length of program participation below 90 days, with a goal to reduce to 45 days. Pod Programs: Average length of program participation below 365 days, with a goal to reduce to 274 days. Average time from entry to connection to housing resource within 30 days.	HMIS /Comp Site HMIS HMIS	SOS
Optimal Occupancy	Once at full program capacity, maintain at least 95% occupancy, based on stated capacity.	HMIS - See Data outcomes	SHCM RRH SOS NAV
Ending Homelessness	At least 75% of households enter to a permanent or transitional (more than 90 day stay) housing option after engaging with Contractor	HMIS	Outreach SOS
Increase or maintain Income	At least 80% of households will increase or maintain income through employment and/or benefit acquisition. Agencies will need to complete annual reviews in HMIS for this to be reflected.	HMIS – Outcome tab	SHCM RRH
Ending Homelessness	At least 95% of households, housed through the program, who subsequently must leave their rental unit are relocated to a new rental unit without a break in supportive services.	HMIS, case notes	SHCM RRH
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 outcomes tab	SHCM
Ending Homelessness	At least 95% of households who exit to permanent housing, remain in permanent housing as of 6-month follow-up assessment.	HMIS	SHCM STRA
System Coordination	Attend a minimum of 90% of required meetings. Program-specific staff must attend and actively engage in all relevant meetings as outlined in the Monthly HST calendar.	Virtual attendance report (ex. Zoom or Teams) /Sign-in sheets	ALL

*(NAV – Navigation, SHCM – Supportive Housing Case Management, RRH – Rapid Rehousing, SOS – Safety off the Streets, STRA – Short Term Rent Assistance)

**EXHIBIT B
PERSONAL SERVICES CONTRACT
BUDGET FY 26-27**

Budget		
Item Category	Description	Funds
Case Management Clackamas Apartments		
Personnel		
Case Managers	65,000 per year (Two Case Managers)	\$130,000.00
Supervisor	0.35 FTE (\$78,000 salary)	\$27,300.00
Medical/Dental Insurance	2.35 employees @ 565 per month	\$15,933.00
FICA/Medicare & State Payroll Tax	11.04% Combined	\$17,476.03
Recruiting, hiring, training and development	5,000 per employee	\$10,000.00
Personnel Subtotal:		\$200,709.03
Program Operations - Materials and Services		
Office Supplies	Basic office supplies	\$6,500.00
Occupancy	Office space (\$1,700 per month)	\$20,400.00
Operational Expenses	computers, telephones, office utilities, cell phone bill, and mileage, etc...	\$25,000.00
Insurance	Operations only	\$4,000.00
Employment Support	HR Software, QB Software, etc.. (\$30 per month per employee)	\$720.00
Program Operations Subtotal:		\$56,620.00
Client Services		
Flex funds	\$5,500 per unit (20 units)	\$65,646.00
Client Services Subtotal:		\$65,646.00
Grand Subtotal :		\$322,975.03
Indirect Administration		
Admin Costs	15%	\$48,446.25
Indirect Administration Subtotal:		\$48,446.25
Total Funds Requested:		\$371,421.28