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Щоб попросити переклад або спеціальні послуги для осіб з особливими потребами, зверніться до нас, скориставшись такими контактними даними: **Juvenile-Interpretation@clackamas.us | 503-655-8342.**

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Clackamas County
www.clackamas.us



Michelle Barrera
DIRECTOR

JUVENILE DEPARTMENT

JUVENILE INTAKE AND ASSESSMENT CENTER
2121 KAEN ROAD | OREGON CITY, OR 97045

August 13, 2026

BCC Agenda Item: _____

Board of County Commissioners
Clackamas County

Approval of a Personal Services Contract with Latino Network for parent and guardian engagement programs. Agreement Value is \$672,000 for 5 years. Funding is through the Oregon Youth Authority. No County General Funds are involved.

Previous Board Action/Review: No prior Board Action/Review.

Performance Clackamas: Safe, Secure and Livable Communities

Counsel Review: Yes

Procurement Review: Yes

Contact Person: Tiffany West

Contact Phone: 503-650-3162

EXECUTIVE SUMMARY: Clackamas County Juvenile Department (CCJD) is requesting approval to enter into a five (5) year contract with Latino Network for Healing, Engagement, Advocacy, Resilience, and Training (HEART) Family Navigation and Support Services. In January 2023 the Clackamas County Juvenile Department (CCJD) contracted with Latino Network for a pilot program to implement a new Parent Engagement, Support, and Advocacy Services Program. Parent engagement is a key success measure of CCJD's Strategic Business Plan, which states "80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department." This is in conjunction with reducing recidivism. Studies show the correlation between parental/guardian engagement in a youth's reformation and the reduction in youth's recidivism. CCJD completed a Request for Proposal (RFP) and Latino Network was selected. Funding for this program is from the Oregon Youth Authority, and no general funds are involved.

RECOMMENDATION: Staff recommends the Board of County Commissioners approve the attached Contract.

Respectfully submitted,

A handwritten signature in cursive script that reads "Michelle Barrera".

Michelle Barrera
Director, Juvenile Department

For Filing Use Only



**CLACKAMAS COUNTY
PERSONAL SERVICES CONTRACT
Contract # 0000001800**

This Personal Services Contract (this "Contract") is entered into between **Latino Network** ("Contractor"), and Clackamas County, a political subdivision of the State of Oregon ("County"), acting by and through its Juvenile Department.

ARTICLE I.

- 1. Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on **June 30, 2031**.
- 2. Scope of Work.** Contractor shall provide the following personal services: **Healing, Engagement, Advocacy, Resilience, and Training ("HEART") Family Navigation and Support Services** ("Work"), further described in **Exhibit A**.
- 3. Consideration.** The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed **six hundred seventy-two thousand dollars (\$672,000.00)** for accomplishing the Work required by this Contract. Consideration rates are on a time and materials basis in accordance with the rates and costs specified in Exhibit B. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit B.
- 4. Invoices and Payments.** Unless otherwise specified, Contractor shall submit monthly invoices for Work performed. Invoices shall describe all Work performed with particularity, by whom it was performed, and shall itemize and explain all expenses for which reimbursement is claimed. The invoices shall include the total amount billed to date by Contractor prior to the current invoice. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County's review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: Danielle Valdez at dvaldez@clackamas.us

- 5. Travel and Other Expense.** Authorized: ☐ Yes ☒ No
If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.
- 6. Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract, Exhibit A, and Exhibit B.

7. Contractor and County Contacts.

Contractor Administrator: Edgar Cueller Rubio Phone: Email: cedgar@latnet.org	County Administrator: Tiffany West Phone: 503-650-3162 Email: TWest2@co.clackamas.or.us
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Payment information will be reported to the Internal Revenue Service (“IRS”) under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

ARTICLE II.

- 1. Access to Records.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- 2. Availability of Future Funds.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the County in its sole administrative discretion.
- 3. Captions.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
- 4. Compliance with Applicable Law.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
- 5. Counterparts.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
- 6. Governing Law.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between County and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the County of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.
- 7. Indemnity, Responsibility for Damages.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify and defend the County, and its officers, elected officials, agents, and employees, from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, arising out of or based upon Contractor’s acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County, purport to act as legal representative of County, or settle any claim on behalf of County, without the approval of the Clackamas County Counsel's Office. County may assume its own defense and settlement at its election and expense.

8. **Independent Contractor Status.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the County reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, County cannot and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of County for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to County employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.
9. **Insurance.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirement outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the County as an additional insured on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or emailed to the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers' compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
☒ Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
☒ Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
☒ Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.
☒ Required – Abuse & Molestation endorsement with limits not less than \$1,000,000 per occurrence if not included in the Commercial General Liability policy.

The policy(s) shall be primary insurance as respects to the County. Any insurance or self-insurance maintained by the County shall be excess and shall not contribute to it. Any obligation that County agree to a waiver of subrogation is hereby stricken.

10. **Limitation of Liabilities.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13 or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this Contract in accordance with its terms.
11. **Notices.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators

identified in Article I, Section 7. If notice is sent to County, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during County's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent the email), unless the sender receives an automated message or other indication that the email has not been delivered.

- 12. Ownership of Work Product.** All work product of Contractor that results from this Contract (the "Work Product") is the exclusive property of County. County and Contractor intend that such Work Product be deemed "work made for hire" of which County shall be deemed the author. If for any reason the Work Product is not deemed "work made for hire," Contractor hereby irrevocably assigns to County all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as County may reasonably request in order to fully vest such rights in County. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, County shall have no rights in any pre-existing Contractor intellectual property provided to County by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for County use only.
- 13. Representations and Warranties.** Contractor represents and warrants to County that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and (E) the Work under this Contract shall be performed in a good and workmanlike manner and in accordance with the highest professional standards. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.
- 14. Survival.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27, 28, 32, 33, and 34, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the County's right to enforce this Contract with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.
- 15. Severability.** If any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.
- 16. Subcontracts and Assignments.** Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the County, which shall be granted or denied in the County's sole discretion. In addition to any provisions the County may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. County's consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.

- 17. Successors in Interest.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.
- 18. Tax Compliance Certification.** The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle County to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.
- 19. Termination.** This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the County (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County; or (B) if Contractor breaches any Contract provision or is declared insolvent, County may terminate after thirty (30) days written notice with an opportunity to cure.
- Upon receipt of written notice of termination from the County, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to County all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon County's request, Contractor shall surrender to anyone County designates, all documents, research, objects or other tangible things needed to complete the Work.
- 20. Remedies.** If terminated by the County due to a breach by the Contractor, then the County shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the County, less any setoff to which the County is entitled.
- 21. No Third Party Beneficiaries.** County and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.
- 22. Time is of the Essence.** Contractor agrees that time is of the essence in the performance of this Contract.
- 23. Foreign Contractor.** If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.
- 24. Force Majeure.** Neither County nor Contractor shall be held responsible for delay or default caused by events outside the County or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.

25. Waiver. The failure of County to enforce any provision of this Contract shall not constitute a waiver by County of that or any other provision.

26. Public Contracting Requirements. Pursuant to the public contracting requirements contained in Oregon Revised Statutes (“ORS”) Chapter 279B.220 through 279B.235, Contractor shall:

- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
- b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
- c. Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
- d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
- e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling County to terminate this Contract for cause.
- f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.

27. No Attorney Fees. In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys’ fees and expenses.

28. Confidentiality. Contractor acknowledges that it and its employees and agents may, in the course of performing their obligations under this Contract, be exposed to or acquire information that the County desires or is required to maintain as confidential, including information that is protected under applicable law, including Personal Information (as “**Personal Information**” is defined in ORS 646A.602(12)).

Contractor agrees to hold any and all information that it is required by law or that the County marks as “Confidential” to be held in confidence (“**Confidential Information**”), using at least the same degree of care that Contractor uses in maintaining the confidentiality of its own confidential information, and will use the Confidential Information for no purpose other than in the performance of this Contract, and to advise each of its employees and agents of their obligations to keep Confidential Information confidential.

Contractor agrees that, except as directed by the County, Contractor will not at any time during or after the term of this Contract, disclose, directly or indirectly, any Confidential Information to any person, and that upon termination or expiration of this Contract or the County’s request, Contractor will turn over to the County all documents, papers, records and other materials in Contractor’s possession which embody Confidential Information.

Contractor acknowledges that breach of this Contract, including disclosure of any Confidential Information, or disclosure of other information that, at law or in good conscience or equity, ought to remain confidential, will give rise to irreparable injury to the County that cannot adequately be compensated in damages. Accordingly, the County may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings, in addition to any other legal remedies that may be available. Contractor acknowledges and agrees that the covenants contained herein are necessary for the protection of the legitimate business interests of the County and are reasonable in scope and content.

Contractor agrees to comply with all reasonable requests by the County to ensure the confidentiality and nondisclosure of the Confidential Information, including if requested and without limitation: (a) obtaining nondisclosure agreements, in a form approved by the County, from each of Contractor's employees and agents who are performing services, and providing copies of such agreements to the County; and (b) performing criminal background checks on each of Contractor's employees and agents who are performing services, and providing a copy of the results to the County.

Contractor shall report, either orally or in writing, to the County any use or disclosure of Confidential Information not authorized by this Contract or in writing by the County, including any reasonable belief that an unauthorized individual has accessed Confidential Information. Contractor shall make the report to the County immediately upon discovery of the unauthorized disclosure, but in no event more than two (2) business days after Contractor reasonably believes there has been such unauthorized use or disclosure. Contractor's report shall identify: (i) the nature of the unauthorized use or disclosure, (ii) the Confidential Information used or disclosed, (iii) who made the unauthorized use or received the unauthorized disclosure, (iv) what Contractor has done or shall do to mitigate any deleterious effect of the unauthorized use or disclosure, and (v) what corrective action Contractor has taken or shall take to prevent future similar unauthorized use or disclosure. Contractor shall provide such other information, including a written report, as reasonably requested by the County.

Notwithstanding any other provision in this Contract, Contractor will be responsible for all damages, fines and corrective action (including credit monitoring services) arising from disclosure of such Confidential Information caused by a breach of its data security or the confidentiality provisions hereunder.

The provisions in this Section shall operate in addition to, and not as limitation of, the confidentiality and similar requirements set forth in the rest of the Contract, as it may otherwise be amended. Contractor's obligations under this Contract shall survive the expiration or termination of the Contract, as amended, and shall be perpetual.

- 29. Criminal Background Check Requirements.** Contractor shall be required to have criminal background checks (and in certain instances fingerprint background checks) performed on all employees, agents, or subcontractors that perform services under this Contract. Only those employees, agents, or subcontractors that have met the acceptability standards of the County may perform services under this Contract or be given access to Personal Information, Confidential Information or access to County facilities.
- 30. Release Of Data.** Contractor shall not disclose any data gathered in performance of this Contract including, but not limited to, population, statistics, outcomes or results without the County's prior review and express prior written approval. Contractor shall not alter, omit, or otherwise change County-approved data. The provisions of this section does not restrict the County from disclosing data gathered in performance of this Contract to the extent required by any law or regulation including, but not limited to, the Oregon Public Records law. The provisions of this section does not restrict County from disclosing data gathered in performance of this Contract to another person or organization for use in research, program performance reporting, training or educational purposes so long as the disclosure is permitted by applicable law and does not include any personally identifiable information (including but not limited to a party's name, address, financial information, birthdates or social security numbers.) Nothing herein shall be construed as permitting disclosure of any data protected under applicable law.
- 31. Advertising.** Contractor shall not publish, or cause to have published, or make public use of the County's name, logos, trademarks, or any information about its relationship with the County without prior written permission from the County for each individual instance, which permission may be withheld at the County's sole discretion.

32. Reserved.

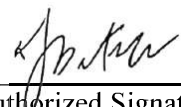
33. Abuse Reporting. Contractor shall comply with all processes and procedures of child abuse (ORS 419B.005 – 419B.050), mentally ill and developmentally disabled abuse (ORS 430.731 – 430.768 and OAR 407-045-0250 through 407-45-0370) and elder abuse reporting laws (ORS 124.050 – 124.092) as if Contractor were a mandatory abuse reporter. If Contractor is not a mandatory reporter by statute, these reporting requirements shall apply during work hours only. Contractor shall immediately report to the proper State or law enforcement agency circumstances (and provide such other documentation as may be relevant) supporting reasonable cause to believe that any person has abused a child, mentally ill.

34. Merger. THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

Latino Network

Clackamas County



Authorized Signature Date

Tony DeFalco Executive Director

Name / Title (Printed)

135762-93

Oregon Business Registry #

DNP/Oregon

Entity Type / State of Formation

Signature Date

Name: _____

Title: _____

Approved for Legal Sufficiency:



County Counsel 8/3/2026
Date

EXHIBIT A
RFP #2025-92
HEALING, ENGAGEMENT, ADVOCACY, RECIPROCITY, TRAINING (“HEART”)
FAMILY NAVIGATION AND SUPPORT SERVICES
PUBLISHED MARCH 4, 2026

EXHIBIT A



REQUEST FOR PROPOSALS #2025-92

FOR

**Healing, Engagement, Advocacy, Reciprocity Training ("HEART") Family
Navigation and Support Services**

BOARD OF COUNTY COMMISSIONERS

**CRAIG ROBERTS, Chair
PAUL SAVAS, Commissioner
MARTHA SCHRADER, Commissioner
BEN WEST, Commissioner
DIANA HELM, Commissioner**

**Gary Schmidt
County Administrator**

**Stephanie Ebner
Contract Analyst**

PROPOSAL CLOSING DATE, TIME AND LOCATION

DATE: April 1, 2026

TIME: 2:00 PM, Pacific Time

PLACE: <https://bidlocker.us/a/clackamascounty/BidLocker>

EXHIBIT A

SCHEDULE

Request for Proposals Issued.....	March 4, 2026
Protest of Specifications Deadline.....	March 11, 2026, 5:00 PM, Pacific Time
Deadline to Submit Clarifying Questions.....	March 18, 2026, 5:00 PM, Pacific Time
Request for Proposals Closing Date and Time....	April 1, 2026, 2:00 PM, Pacific Time
Deadline to Submit Protest of Award.....	Seven (7) days from the Intent to Award

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Section 2 – Instructions to Proposers

Section 3 – Scope of Work

Section 4 – Evaluation and Selection Criteria

Section 5 – Proposal Content (Including Proposal Certification)

EXHIBIT A

SECTION 1 NOTICE OF REQUEST FOR PROPOSALS

Notice is hereby given that Clackamas County through its Board of County Commissioners will receive sealed Proposals per specifications until **2:00 PM, April 1, 2026** (“Closing”), to provide Healing, Engagement, Advocacy, Reciprocity Training (“HEART”) Family Navigation and Support Services. No Proposals will be received or considered after that time.

Location of RFP documents: OregonBuys

RFP Documents can be downloaded from the state of Oregon procurement website (“OregonBuys”) at the following address <https://oregonbuys.gov/bsa/view/login/login.xhtml>, Document No. S-C01010-00016203.

Prospective Proposers will need to sign in to download the information and that information will be accumulated for a Plan Holder's List. Prospective Proposers are responsible for obtaining any Addenda, clarifying questions, and Notices of Award from OregonBuys.

Submitting Proposals: Bid Locker

Proposals will only be accepted electronically thru a secure online bid submission service, **Bid Locker**. *Email submissions to Clackamas County email addresses will no longer be accepted.*

- A. Completed proposal documents must arrive electronically via Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.
- B. Bid Locker will electronically document the date and time of all submissions. Completed documents must arrive by the deadline indicated in Section 1 or as modified by Addendum. LATE PROPOSALS WILL NOT BE ACCEPTED.
- C. Proposers must register and create a profile for their business with Bid Locker in order to submit for this project. It is free to register for Bid Locker.
- D. Proposers with further questions concerning Bid Locker may review the Vendor’s Guide located at <https://www.clackamas.us/how-to-bid-on-county-projects>.

Contact Information

Procurement Process and Technical Questions: Stephanie Ebner, sebner@clackamas.us

The Board of County Commissioners reserves the right to reject any and all Proposals not in compliance with all prescribed public bidding procedures and requirements, and may reject for good cause any and all Proposals upon the finding that it is in the public interest to do so and to waive any and all informalities in the public interest. In the award of the contract, the Board of County Commissioners will consider the element of time, will accept the Proposal or Proposals which in their estimation will best serve the interests of Clackamas County and will reserve the right to award the contract to the contractor whose Proposal shall be best for the public good.

Clackamas County encourages proposals from Minority, Women, Veteran and Emerging Small Businesses.

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SECTION 2 INSTRUCTIONS TO PROPOSERS

Clackamas County (“County”) reserves the right to reject any and all Proposals received as a result of this RFP. County Local Contract Review Board Rules (“LCRB”) govern the procurement process for the County.

2.1 Modification or Withdrawal of Proposal: Any Proposal may be modified or withdrawn at any time prior to the Closing deadline, provided that a written request is received by the County Procurement Division Director, prior to the Closing. The withdrawal of a Proposal will not prejudice the right of a Proposer to submit a new Proposal.

2.2 Requests for Clarification and Requests for Change: Proposers may submit questions regarding the specifications of the RFP. Questions must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, at the Procurement Division address as listed in Section 1 of this RFP. Requests for changes must include the reason for the change and any proposed changes to the requirements. The purpose of this requirement is to permit County to correct, prior to the opening of Proposals, RFP terms or technical requirements that may be unlawful, improvident or which unjustifiably restrict competition. County will consider all requested changes and, if appropriate, amend the RFP. No oral or written instructions or information concerning this RFP from County managers, employees or agents to prospective Proposers shall bind County unless included in an Addendum to the RFP.

2.3 Protests of the RFP/Specifications: Protests must be in accordance with LCRB C-047-0730. Protests of Specifications must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, or within three (3) business days of issuance of any addendum, at the Procurement Division address listed in Section 1 of this RFP. Protests may not be faxed. Protests of the RFP specifications must include the reason for the protest and any proposed changes to the requirements.

2.4 Addenda: If any part of this RFP is changed, an addendum will be provided to Proposers that have provided an address to the Procurement Division for this procurement. It shall be Proposers responsibility to regularly check OregonBuys for any notices, published addenda, or response to clarifying questions.

2.5 Submission of Proposals: Proposals must be submitted in accordance with Section 5. All Proposals shall be legibly written in ink or typed and comply in all regards with the requirements of this RFP. Proposals that include orders or qualifications may be rejected as irregular. All Proposals must include a signature that affirms the Proposer’s intent to be bound by the Proposal (may be on cover letter, on the Proposal, or the Proposal Certification Form) shall be signed. If a Proposal is submitted by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the Proposal is submitted by a corporation, it shall be signed in the name of such corporation by an official who is authorized to bind the contractor. The Proposals will be considered by the County to be submitted in confidence and are not subject to public disclosure until the notice of intent to award has been issued.

No late Proposals will be accepted. Proposals submitted after the Closing will be considered late and will be returned unopened. Proposals may not be submitted by telephone or fax.

2.6 Post-Selection Review and Protest of Award: County will name the apparent successful Proposer in a Notice of Intent to Award published on OregonBuys. Identification of the apparent successful Proposer is procedural only and creates no right of the named Proposer to award of the contract. Competing Proposers shall be given seven (7) calendar days from the date on the Notice of Intent to Award to review the file at the Procurement Division office and file a written protest of award, pursuant to LCRB C-047-0740. Any award protest must be in writing and must be delivered by email, hand-delivery or mail to the address for the Procurement Division as listed in Section 1 of this RFP.

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Only actual Proposers may protest if they believe they have been adversely affected because the Proposer would be eligible to be awarded the contract in the event the protest is successful. The basis of the written protest must be in accordance with ORS 279B.410 and shall specify the grounds upon which the protest is based. In order to be an adversely affected Proposer with a right to submit a written protest, a Proposer must be next in line for award, i.e. the protester must claim that all higher rated Proposers are ineligible for award because they are non-responsive or non-responsible.

County will consider any protests received and:

- a. reject all protests and proceed with final evaluation of, and any allowed contract language negotiation with, the apparent successful Proposer and, pending the satisfactory outcome of this final evaluation and negotiation, enter into a contract with the named Proposer; OR
- b. sustain a meritorious protest(s) and reject the apparent successful Proposer as nonresponsive, if such Proposer is unable to demonstrate that its Proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, County may name a new apparent successful Proposer; OR
- c. reject all Proposals and cancel the procurement.

2.7 Acceptance of Contractual Requirements: Failure of the selected Proposer to execute a contract and deliver required insurance certificates within ten (10) calendar days after notification of an award may result in cancellation of the award. This time period may be extended at the option of County.

2.8 Public Records: Proposals are deemed confidential until the “Notice of Intent to Award” letter is issued. This RFP and one copy of each original Proposal received in response to it, together with copies of all documents pertaining to the award of a contract, will be kept and made a part of a file or record which will be open to public inspection. If a Proposal contains any information that is considered a **TRADE SECRET** under ORS 192.345(2), **SUCH INFORMATION MUST BE LISTED ON A SEPARATE SHEET CAPABLE OF SEPARATION FROM THE REMAINING PROPOSAL AND MUST BE CLEARLY MARKED WITH THE FOLLOWING LEGEND:**

“This information constitutes a trade secret under ORS 192.345(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192.”

The Oregon Public Records Law exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies only “unless the public interest requires disclosure in the particular instance” (ORS 192.345). Therefore, non-disclosure of documents, or any portion of a document submitted as part of a Proposal, may depend upon official or judicial determinations made pursuant to the Public Records Law.

2.9 Investigation of References: County reserves the right to investigate all references in addition to those supplied references and investigate past performance of any Proposer with respect to its successful performance of similar services, its compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, its lawful payment of subcontractors and workers, and any other factor relevant to this RFP. County may postpone the award or the execution of the contract after the announcement of the apparent successful Proposer in order to complete its investigation.

2.10 RFP Proposal Preparation Costs and Other Costs: Proposer costs of developing the Proposal, cost of attendance at an interview (if requested by County), or any other costs are entirely the responsibility of the Proposer, and will not be reimbursed in any manner by County.

2.11 Clarification and Clarity: County reserves the right to seek clarification of each Proposal, or to make an award without further discussion of Proposals received. Therefore, it is important that each Proposal be submitted initially in the most complete, clear, and favorable manner possible.

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2.12 Right to Reject Proposals: County reserves the right to reject any or all Proposals or to withdraw any item from the award, if such rejection or withdrawal would be in the public interest, as determined by County.

2.13 Cancellation: County reserves the right to cancel or postpone this RFP at any time or to award no contract.

2.14 Proposal Terms: All Proposals, including any price quotations, will be valid and firm through a period of one hundred and eighty (180) calendar days following the Closing date. County may require an extension of this firm offer period. Proposers will be required to agree to the longer time frame in order to be further considered in the procurement process.

2.15 Oral Presentations: At County's sole option, Proposers may be required to give an oral presentation of their Proposals to County, a process which would provide an opportunity for the Proposer to clarify or elaborate on the Proposal but will in no material way change Proposer's original Proposal. If the evaluating committee requests presentations, the Procurement Division will schedule the time and location for said presentation. Any costs of participating in such presentations will be borne solely by Proposer and will not be reimbursed by County. **Note:** Oral presentations are at the discretion of the evaluating committee and may not be conducted; therefore, **written Proposals should be complete.**

2.16 Usage: It is the intention of County to utilize the services of the successful Proposer(s) to provide services as outlined in the below Scope of Work.

2.17 Review for Responsiveness: Upon receipt of all Proposals, the Procurement Division or designee will determine the responsiveness of all Proposals before submitting them to the evaluation committee. If a Proposal is incomplete or non-responsive in significant part or in whole, it will be rejected and will not be submitted to the evaluation committee. County reserves the right to determine if an inadvertent error is solely clerical or is a minor informality which may be waived, and then to determine if an error is grounds for disqualifying a Proposal. The Proposer's contact person identified on the Proposal will be notified, identifying the reason(s) the Proposal is non-responsive. One copy of the Proposal will be archived and all others discarded.

2.18 RFP Incorporated into Contract: This RFP will become part of the Contract between County and the selected contractor(s). The contractor(s) will be bound to perform according to the terms of this RFP, their Proposal(s), and the terms of the Sample Contract.

2.19 Communication Blackout Period: Except as called for in this RFP, Proposers may not communicate with members of the Evaluation Committee or other County employees or representatives about the RFP during the procurement process until the apparent successful Proposer is selected, and all protests, if any, have been resolved. Communication in violation of this restriction may result in rejection of a Proposer.

2.20 Prohibition on Commissions and Subcontractors: County will contract directly with persons/entities capable of performing the requirements of this RFP. Contractors must be represented directly. Participation by brokers or commissioned agents will not be allowed during the Proposal process. Contractor shall not use subcontractors to perform the Work unless specifically pre-authorized in writing to do so by the County. Contractor represents that any employees assigned to perform the Work, and any authorized subcontractors performing the Work, are fully qualified to perform the tasks assigned to them, and shall perform the Work in a competent and professional manner. Contractor shall not be permitted to add on any fee or charge for subcontractor Work. Contractor shall provide, if requested, any documents relating to subcontractor's qualifications to perform required Work.

2.21 Ownership of Proposals: All Proposals in response to this RFP are the sole property of County, and subject to the provisions of ORS 192.410-192.505 (Public Records Act).

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2.22 Clerical Errors in Awards: County reserves the right to correct inaccurate awards resulting from its clerical errors.

2.23 Rejection of Qualified Proposals: Proposals may be rejected in whole or in part if they attempt to limit or modify any of the terms, conditions, or specifications of the RFP or the Sample Contract.

2.24 Collusion: By responding, the Proposer states that the Proposal is not made in connection with any competing Proposer submitting a separate response to the RFP, and is in all aspects fair and without collusion or fraud. Proposer also certifies that no officer, agent, elected official, or employee of County has a pecuniary interest in this Proposal.

2.25 Evaluation Committee: Proposals will be evaluated by a committee consisting of representatives from County and potentially external representatives. County reserves the right to modify the Evaluation Committee make-up in its sole discretion.

2.26 Commencement of Work: The contractor shall commence no work until all insurance requirements have been met, the Protest of Awards deadline has been passed, any protest have been decided, a contract has been fully executed, and a Notice to Proceed has been issued by County.

2.27 Nondiscrimination: The successful Proposer agrees that, in performing the work called for by this RFP and in securing and supplying materials, contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, sexual orientation, gender identity, veteran status, physical or mental handicap, national origin or ancestry, or any other class protected by applicable law.

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SECTION 3 SCOPE OF WORK

3.1. INTRODUCTION

Clackamas County Juvenile Department (“CCJD”) seeks the development and implementation of Parent/Guardian Engagement, Support, and Advocacy Services in Clackamas County for families involved with the Clackamas County juvenile justice system. The HEART Family Navigator engages justice involved youth and their families, and provides support with navigation services, skill building workshops, leadership and community building opportunities. The services will be based on current best practices that are delivered in a trauma-informed and respectful manner and designed to reduce the disparities in the juvenile justice system.

Please direct all Technical/Specifications or Procurement Process Questions to the indicated representative referenced in the Notice of Request for Proposals and note the communication restriction outlined in Section 2.19.

3.2 BACKGROUND

A key strategic result in Clackamas County Juvenile Department’s Strategic Business Plan is “80% of parents and guardians report they feel respected and included in their child’s involvement with the Juvenile Department.” This is in conjunction with reducing recidivism. Studies show that engagement and support of parents/guardians in their youth’s reformation have positive impacts on recidivism rates of justice-involved youth and on their ability to successfully complete the requirements of supervision. Parents are one of CCJD’s customer groups, and our Strategic Business Plan recognizes that parents have a right to feel supported and respected. This program will serve as a consistent resource for families of court involved youth who are in need of assistance to support their child and divert them from further penetration into the criminal justice system.

3.3. SCOPE OF WORK

Parent(s)/Guardian(s) Engagement, Support and Advocacy: Provide high-quality, individualized parent engagement, support, and advocacy services to the parents of youth that are involved with the Clackamas County Juvenile Department that will:

- Build meaningful relationships with the parent(s)/guardian(s) of at-risk youth, who show multiple risk factors for entering the juvenile justice system or who are already involved in the juvenile justice system.
 - Family Navigators:
 - Will be professionals who can relate to the challenges faced by the parents they serve and support them as they navigate the juvenile justice and other systems they touch while working to help their children be successful.
 - Will partner with the appropriate agencies to help mitigate parent risk factors such as drug or alcohol use, criminal justice involvement, mental health concerns, poverty, and lack of resources.
 - Will help parent(s)/guardian(s) remove or mitigate barriers they are facing, thereby increasing family stability, to be able to better support and equip youth to be successful in school and life.

EXHIBIT A

- Will focus on increasing family and community protective risk factors, with a focus on pro-social orientation, sense of purpose, positive cultural identity, connection to community, and family cohesion. For youth who may not have many connections at school or in their community, it can be difficult to find strong, positive role models. These youth may take longer to trust adults, based on their history; they may present aggressive or other anti-social behavior as a defensive tactic; and they may be difficult to reach if they are not enrolled in school. Working with their families requires specific knowledge of community customs and norms.
 - Family Navigators will help parents uphold and strengthen cultural values as a strong protective factor in their children and families.

Parent(s)/Guardian(s) Class/Classes: The skills learned will help parents provide guidance for their child while building a strong, lasting relationship that will serve as a catalyst for their child's development. Studies show that the adverse effects "of environmental stressors, from overcrowding to poverty to family turmoil, was almost entirely eliminated" if a child's mother is particularly responsive to her child. Research also suggests that consistent good parenting efforts can make big differences in their child's future. Family Navigators can equip parents with this knowledge and help reduce the anxiety of feeling they need to be "super" parents and help them begin to build a more positive family dynamic by doing the following:

- Create, implement, and make available parenting classes
- Utilized an evidence-based parenting curriculum with adaptations for the population served, using a strengths-based approach and a trauma informed lens
- The curriculum will include key elements such as:
 - The importance of providing structure
 - Appropriate boundaries
 - Consistency in involvement with their child, their child's school, their child's activities
 - Their child's reformation plan (if applicable)
 - How to navigate the barriers they are facing to accomplish the above
 - The classes will encourage family activities, pro-social behaviors, and academic engagement with their child to increase academic outcomes and decrease entry or re-entry into the juvenile justice system
- This program will focus on setting youth and families up for success by:
 - Increasing protective factors that will last beyond the life of the program
 - By building parental skills in parenting and in navigating the systems that can often be overwhelming and cause parents to give up.
 - Building social capital and a network of support in their community

Family Engagement: Research has shown that ongoing communication with parents and the agencies serving their children can improve outcomes for youth. This program will use a robust family engagement model including family orientation during the recruitment process by doing the following:

- Engage the entire family through events and outreach
- Frequent communication between agency and parents to ensure a strong foundation for success
- Regular family engagement events.
- Families will be encouraged to participate in other programs run by the agency which prioritizes family engagement
- Agency programming opportunities include parent support groups, civic engagement programs, and leadership classes.

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ADDITIONAL REQUIREMENTS

Responsivity and meeting individualized needs: Services shall be competently delivered and responsive to the youth's individual needs and identity(s). Competence is defined as the development of behaviors, attitudes and policies that enable the contract agency to deliver services in ways that meet the individual needs of the youth and their families. For the youth to understand and appreciate their individual identity(s), provider shall schedule activities on an individual or small group basis for the purpose of:

- Teaching youth constructive ways to express and appreciate their own culture/heritage and identity.
- Allowing youth to identify and participate in activities that extend beyond their own immediate personal experiences.
- Helping youth utilize community resources to advance their awareness and improve their social network.
- Helping youth to recognize the relationships between various value systems.
- Increasing awareness and acceptance of the different experiences and needs of others in the community
- Having bi-lingual staff to communicate with youth, families, victims, and community members with limited English proficiency.

Case Collaboration: The contracted agency will meet monthly with CCJD Counselors to discuss individual cases: Family Navigators will provide information on a monthly basis in writing at case meeting to include a summary detailing the family's participation in the program, including any progress or challenges encountered, the Family Navigator will provide a closing summary of family's engagement in the program, including achievements and any challenges encountered.

Quality Assurance: The contracted agency will follow best practices for recruiting, supporting the parents/guardians and families of youth served by the Clackamas County Juvenile Department. The following will guide work with families:

Values
☐ Parents are the expert on their youth and family. ☐ Families belong together ☐ Build from Strengths ☐ Look for Opportunities for Growth ☐ Celebrate Cultural Identity ☐ Celebrate Success ☐ Accountability – Show up for families
Staff Training & Competencies
☐ Assertive Family Engagement ☐ Responsiveness to individualized needs of youth and families ☐ Strength-based practices ☐ Trauma Informed Lens ☐ Familiarity with justice involved youth and families ☐ Adaptive World Reasoning ☐ Administrative Capacity

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Recruitment	
☐	Assertive but sensitive recruitment of target families
☐	Family orientation to program: realistically portray benefits, practices and challenges.
☐	Recruitment Method will include: ○ Referrals from Juvenile Department
☐	Recruitment Methods may include, as program capacity allows: ● Referrals from schools ● Referrals from other community partners, such as Child Welfare, Behavioral Health, Developmental Disabilities, etc.

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SAMPLE PROGRAM BUDGET TEMPLATE

SUBRECIPIENT BUDGET	
<i>Organization</i>	
<i>Funded Program Name:</i>	
<i>Program Contact:</i>	
<i>Agreement Term:</i>	
	<i>Approved</i>
<i>Approved Award Budget Categories</i>	<i>Award Amount</i>
<u>Personnel</u>	
FTE & Fringe	
Total Personnel Services	
<u>Administration (Indirect-See Below)</u>	
<u>Supplies</u>	
Meeting Expenses Supplies - Classes and Support Group	
<u>Operating Expenses</u>	
Space Cost for Classes and Support Group	
<u>Travel & Training</u>	
Mileage & Parking	
Training	
<u>Additional (please specify)</u>	
Client assistance - (Childcare, Transportation, Interpretation)	
Total Programmatic Costs	
Indirect Rate: XX % OF TOTAL EXPENSES	
Total Grant Costs	

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PERFORMANCE REPORTING

PERFORMANCE REPORTING SCHEDULE

RECIPIENT will submit output/reporting measures listed below under PERFORMANCE REPORTING at a minimum of monthly to COUNTY and will be periodically reviewed with the COUNTY. Additional output/reporting measures may be determined by the COUNTY in conjunction with the RECIPIENT. The contents and format of output/reporting measures shall be determined by COUNTY and RECIPIENT and include information to which the RECIPIENT has reasonable access.

PERFORMANCE REPORTING

The contracted agency will employ robust performance measures to ensure short-term and long-term outcomes are meeting goals and objectives. Have staff trained in data and evaluation prepared to implement robust performance measure data collection, analysis, as determined with CCJD, and will also report at a minimum on the following measures:

Performance Measures	<i>Due every month, quarterly & yearly measures are called out</i>	<i>Frequency of Measure</i>
Demographics	# of youth referred to program	MONTHLY
Demographics	# of unique families being served	MONTHLY
Demographics	Geographic location of each youth and family member being served	MONTHLY
Length	Length of family engagement services as measured from referral date to formal program exit date	QUARTERLY
Service Hours	# of service hours each family receives by month	MONTHLY
Service Hours	# of service hours all families receive by month	MONTHLY
Service Hours	# of families who met/exceed minimum service (4 hours a month)	MONTHLY
Service Hours	# of families who do not meet minimum service (4 hours a month)	MONTHLY
Retention	Number of families recruited at beginning and number of families still involved at the end of reporting period	MONTHLY
Training	Number of families successfully completing parent program training	QUARTERLY

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Training	Number of families who do not complete parent program training	QUARTERLY
Protective Factors	Number of youth who increase at least one or more individual protective factor(s).	YEARLY
Protective Factors	Number of families who increase at least one or more family protective factor(s).	YEARLY
Education	Number of families who report having used the tools to be involved in their child's education, assisting their child to engage/re-engage with school.	MONTHLY
Family Engagement	Number of parent/guardians who report they feel respected and included in their child's involvement with CCJD.	QUARTERLY
Pre/Post Surveys	Pre/Post surveys will be developed for each group/class.	QUARTERLY

Monthly Narrative Data	
1	Narrative of any accomplishments/highlights/outcomes:
2	Narrative of any barriers/challenges:
3	# of clients/families served this month by the HEART Family Navigator
4	What types of services were provided?
5	# of classes/skill groups provided?
6	Meetings attended (Juvenile Counselor meetings, Juvenile Department meetings, community meetings, school meetings, etc.)
7	Any training provided to staff?

Quarterly Narrative Data	
Referrals	How many referrals were made for the month? How many enrolled into the program? How many did not enroll and why?

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Engagement	How many youth and families have become engaged in the program for the month? Were families engaged? If not, what were the barriers to engagement? What was done to mitigate those barriers?
Cross team connection	How did connection and collaboration between the JC2/JC1 and Heart Navigator go?
Services	If there is navigation to services, what are the needs that are coming up? Are there services to meet those needs? If no services available, what were the next steps?
Classes	How many were enrolled into classes and which ones? Where were/are the classes being held? What things came up for youth and/or families over the course of the classes?
Impact	What impact do parents report services are having on their youth? If youth is involved, what are the youth saying about the impact of services? Are there notable changes from month to month? If things are going well and there's a drop in engagement, what happened?
Social capital	Parents that were in groups supporting each other. Support in the community. Leadership, learning to advocate as parents learn to navigate systems. Through involvement parents contribute information back to the system that helps improve the system.
Other	Are there other activities that the families have been invited to? Where is help needed? Is something not going ok?

Family Engagement Metric	Using the following rating scale, how would you rate your experience working with the CCJD? Very Dissatisfied - Dissatisfied -- Neutral - Satisfied - Very Satisfied
Potential Questions	What would have made your experience working with the HEART Program better?
	Did you feel supported by the HEART Program while they worked with your family?
	Did you feel you received the right guidance in navigating the services of the HEART Program?
	Did you feel included in the case planning of your child?
	Did you feel comfortable advocating for your child while working with the HEART Program?
	Did the HEART Program listen to your concerns? And, if so, in what ways did they address your concerns?

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Budget:

The County has an estimated project total of \$672,000, however firms shall provide competitive rates with an estimated not-to-exceed total. The proposed not-to-exceed price will be a factor in vendor selection.

3.3.3. Term of Contract:

The term of the contract shall be from the effective date through **June 30, 2031**.

3.3.4 Sample Contract: Submission of a Proposal in response to this RFP indicates Proposer's willingness to enter into a contract containing substantially the same terms (including insurance requirements) of the sample contract identified below. No action or response to the sample contract is required under this RFP. Any objections to the sample contract terms should be raised in accordance with Paragraphs 2.2 or 2.3 of this RFP, pertaining to requests for clarification or change or protest of the RFP/specifications, and as otherwise provided for in this RFP. This RFP and all supplemental information in response to this RFP will be a binding part of the final contract.

The applicable Sample Personal Services Contract for this RFP can be found at <https://www.clackamas.us/finance/terms.html>.

Personal Services Contract (unless checked, item does not apply)

The following paragraphs of the Professional Services Contract will be applicable:

- ☐ Article I, Paragraph 5 – Travel and Other Expense is Authorized
- ☒ Article II, Paragraph 28 – Confidentiality
- ☒ Article II, Paragraph 29 – Criminal Background Check Requirements
- ☐ Article II, Paragraph 30 – Key Persons
- ☐ Article II, Paragraph 31 – Cooperative Contracting
- ☐ Article II, Paragraph 32 – Federal Contracting Requirements
- ☐ Exhibit A – On-Call Provision
- ☒ ABUSE REPORTING. Contractor shall comply with all processes and procedures of child abuse (ORS 419B.005 – 419B.050), mentally ill and developmentally disabled abuse (ORS 430.731 – 430.768 and OAR 407-045-0250 through 407-45-0370) and elder abuse reporting laws (ORS 124.050 – 124.092) as if Contractor were a mandatory abuse reporter. If Contractor is not a mandatory reporter by statute, these reporting requirements shall apply during work hours only. Contractor shall immediately report to the proper State or law enforcement agency circumstances (and provide such other documentation as may be relevant) supporting reasonable cause to believe that any person has abused a child, mentally ill or developmentally disabled adult or an elderly person, or that any such person has been abused.

The following insurance requirements will be applicable:

- ☒ Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
- ☒ Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
- ☒ Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage.
- ☒ Abuse & Molestation endorsement with limits not less than \$1,000,000 per occurrence if not included in the Commercial General Liability policy.

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SECTION 4 EVALUATION PROCEDURE

- 4.1** An evaluation committee will review all Proposals that are initially deemed responsive and they shall rank the Proposals in accordance with the below criteria. The evaluation committee may recommend an award based solely on the written responses or may request Proposal interviews/presentations. Interviews/presentations, if deemed beneficial by the evaluation committee, will consist of the highest scoring Proposers. The invited Proposers will be notified of the time, place, and format of the interview/presentation. Based on the interview/presentation, the evaluation committee may revise their scoring.

Written Proposals must be complete, and no additions, deletions, or substitutions will be permitted during the interview/presentation (if any). The evaluation committee will recommend award of a contract to the final County decision maker based on the highest scoring Proposal. The County decision maker reserves the right to accept the recommendation, award to a different Proposer, or reject all Proposals and cancel the RFP.

Proposers are not permitted to directly communicate with any member of the evaluation committee during the evaluation process. All communication will be facilitated through the Procurement representative.

4.2 Evaluation Criteria

<u>Category</u>	<u>Points available:</u>
Service Delivery:	0-40
Demonstration of Ability to Provide Services:	0-15
Staff Descriptions & Qualifications:	0-15
<u>Responsivity and Meeting Individualized Needs:</u>	<u>0-30</u>
TOTAL POINTS AVAILABLE:	0-100 points

- 4.3** Once a selection has been made, the County will enter contract negotiations. During negotiation, the County may require any additional information it deems necessary to clarify the approach and understanding of the requested services. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If the County is unable to come to terms with the highest scoring Proposer, discussions shall be terminated and negotiations will begin with the next highest scoring Proposer. If the resulting contract contemplates multiple phases and the County deems it is in its interest to not authorize any particular phase, it reserves the right to return to this solicitation and commence negotiations with the next highest ranked Proposer to complete the remaining phases.

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SECTION 5 PROPOSAL CONTENTS

5.1. Vendors must observe submission instructions and be advised as follows:

5.1.1. Proposals will only be accepted electronically thru Equity Hub's Bid Locker. Email submissions to Clackamas County email addresses will no longer be accepted.

5.1.2. Completed proposal documents must arrive electronically via Equity Hub's Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.

5.1.3. County reserves the right to solicit additional information or Proposal clarification from the vendors, or any one vendor, should the County deem such information necessary.

5.1.4. Proposal may not exceed a total of **20 pages** (single-sided), inclusive of all exhibits, attachments, title pages, pages separations, table of contents, or other information. The Proposal Certification Page will NOT count towards the final page count.

Provide the following information in the order in which it appears below:

5.2. Proposer's General Background and Qualifications:

A. SERVICE DELIVERY (0-40 points)

1. Explain how your agency proposes to deliver the services described in this solicitation. Include in your description of, the program structure that facilitates service delivery, and the types of activities and services a family/guardian and youth would typically expect to receive while participating in your program.
2. Describe your experience working with and/or accessing community resources and agencies that may be assisting these youths' families. This would include resources such as schools, community-based service/treatment providers, civic organizations, volunteer, faith-based, County/State agencies, housing services, food resources, utility support, or legal support.
3. Describe how you tailor your organization's services to meet the individual needs of youth, families and the community. Please provide specific examples, including a description of how you worked with specific communities you serve and how your agency used that learning to inform future services and staffing.
4. Describe how your agency is designed to help families navigate system and/or multisystem-involved families.

B. DEMONSTRATION OF ABILITY TO PROVIDE SERVICES (0-15 points)

1. Describe how long your agency/organization has been delivering these services?
2. Describe any contracts your agency has had with any organization(s) for these services within the last two (2) years and your experience providing these services. Include in your description any challenges, successes, and any program development or service delivery issues you have experienced. Include any corrective action measures that had to be taken, if applicable, to comply with those contracts.

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3. What key strengths, resources and/or abilities does your agency/organization have that it can bring in providing these services?
4. If your agency/organization is new to this service area, describe your capacity and capability to deliver the required services and your plan to be fully competent and functioning as a service provider by the time of the contract execution.

C. STAFF DESCRIPTIONS AND QUALIFICATIONS (0-15 points):

1. Describe the duties and qualifications (e.g., education, training, experience, and license/certification/accreditation) of key staff positions that will be directly involved with the delivery of these services.
2. Describe the administrative management supervision structure of your agency/organization as it relates to the operation of these services and discuss any existing operational policies and procedures you have developed and would use to effectively deliver these services.
3. Describe how staff are supervised to ensure competency and appropriate delivery of service is being performed. Include in your description how staff problems are resolved and corrective action taken.
4. Describe any training provided to staff to strengthen skills and personal development.

D. RESPONSIVITY AND MEETING INDIVIDUALIZED NEEDS (0 – 30 points):

1. Describe how you will deliver services in a non-discriminatory and responsive way to youth and families that meets their individualized needs.
2. Describe the initial training and ongoing training staff receive related to delivering individualized services in a responsive manner. Please describe the delivery method of the training, the content of the training, and how many hours of training each staff receives annually.
3. Describe how your programming welcomes all members of the community needing these services.
4. Describe your ability to provide linguistically appropriate services to youth and families with limited English proficiency.

5.4. Fees

Fees should be on a not to exceed fee basis Fees should be sufficiently descriptive to facilitate acceptance of a Proposal. List the not-to-exceed amount you propose for the service along with a completed program budget (see sample budget included in this RFP).

5.5. References

Provide at least three (3) references from clients your firm has served similar to the County in the past three (3) years, including one client that has newly engaged the firm in the past thirty-six (36) months and one (1) long-term client. Provide the name, address, email, and phone number of the references. Please note the required three references may not be from County staff, but additional references may be supplied.

5.6. Completed Proposal Certification (see the below form)

EXHIBIT B
CONTRACTOR'S PROPOSAL



LatinoNetwork

DATE: APRIL 1, 2026

TO: The Clackamas County Juvenile Department

RE: RFP #2025-92 HEART (Healing, Engagement, Advocacy, Resilience, and Training)
Family Navigation and Support Services

Proposal

A. SERVICE DELIVERY

1. Service Delivery History & Structure

Latino Network (LN) is a highly experienced, community-based organization with a demonstrated track record of successfully delivering culturally responsive, family-centered services to justice-involved youth and their families. LN proposes to continue implementing Parent/Guardian Engagement, Support, and Advocacy Services in Clackamas County through its established HEART (Healing, Engagement, Advocacy, Resilience, and Training) Family Navigation program.

LN's Youth Empowerment & Violence Prevention (Y EVP) Department has extensive experience providing community-based interventions in partnership with the Clackamas County Juvenile Department (CCJD). Since 2019, LN has implemented the Restoring Individuals, Communities, and Hope (RICH) Community Diversion Program, serving youth who have committed low-level offenses. Building on this foundation, LN and CCJD launched the HEART Family Navigation program in 2022 to provide more intensive, wraparound support to justice-involved youth.

LN's service delivery model is grounded in a comprehensive, wraparound approach that integrates individualized case management, family engagement, and coordinated service navigation. LN's HEART program engages youth and their caregivers in structured, relationship-based services, including individualized case planning, skill-building, peer-based parenting support, and case coordination. Services are delivered through one-on-one engagement, home visits, and group-based programming, ensuring accessibility, responsiveness, and measurable progress toward individualized goals.

A key strength of LN's model is its alignment with juvenile justice requirements while maintaining a family-centered, strengths-based approach. LN staff maintain ongoing coordination with CCJD through regular case staffing and communication, ensuring continuity of care, shared accountability, and collaborative problem-solving. The program emphasizes timely outreach, rapid connection to services, and sustained engagement to support youth in successfully meeting probation requirements and achieving long-term stability.

LN's broader organizational model reflects a continuum of care that supports youth and families across multiple stages of life. Services span early childhood and parent engagement, youth development and academic support, justice-involved youth services, and adult-focused programming, including leadership development, economic stability and mobility, behavioral health, and workforce development. This comprehensive infrastructure allows LN to address the complex and intersecting needs of families, providing both immediate stabilization and long-term pathways to success. LN currently operates four sites in Portland, Rockwood, Clackamas, and Hillsboro and serves over 12,000 individuals annually.

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Within the HEART program, youth and families engage in restorative activities that repair and restore relationships, and strengthen individual, family, and community resilience. These practices have been shown to reduce recidivism and address systemic and individual risk factors, including substance use, domestic and family violence, gang involvement, and other justice-related challenges. Through HEART, LN has successfully engaged and supported 45 youth and their families (98 individuals total), demonstrating both capacity and effectiveness in service delivery.

Eligibility and Referral:

Youth are referred to the HEART Family Navigation program by CCJD when they meet program eligibility criteria, typically involving justice system involvement, difficult family dynamics, language barriers, and or multi system involvement, amongst others Referrals are received via a secure FTP site, reviewed by the Program Manager, and assigned to an appropriate Family Navigator for follow-up and case management.

Outreach:

The assigned Family Navigator initiates contact with the family via phone or mailed postcard, making up to five contact attempts over a four-week period. If contact is established, an intake appointment is scheduled. If outreach is unsuccessful, the Program Manager collaborates with CCJD staff to obtain updated contact information. If no contact can be made, a closure letter is sent, and the case file is uploaded to the secure FTP site.

Intake Appointment and Assessment:

Youth:

The Family Navigator meets with the youth to review program objectives, complete a Youth ECO-Map to assess needs, barriers, and strengths, and complete LN's Agency Enrollment Form.

Family:

Families participate in a comprehensive assessment guided by a healing-centered, trauma-informed approach called Assertive Engagement. This approach emphasizes strengths, cultural identity, and belonging as central to the healing process. During the intake, families complete a Family ECO-Map, which visually represents the type and quality of relationships with individuals, systems, and institutions in their lives. The ECO-Map enables families to narrate their own experiences, highlight strengths, identify gaps in support, and inform the development of individualized Success Plans. The ECO-Map is completed within the first month of engagement and is designed to be accessible in both English and Spanish. It also facilitates discussion between the Family Navigator and family about why certain connections are stronger than others, allowing for targeted support and engagement.

Case Planning and Success Plans:

Guided by the ECO-Map and a Needs and Barriers assessment, the Family Navigator collaborates with the youth and family to develop a tailored Success Plan. These plans establish clear, measurable goals that involve all key individuals in the youth's life. Goals focus on skill-building, strengthening protective factors, enhancing family cohesion, and increasing access to community supports. The Success Plan serves as a roadmap for engagement, progress monitoring, and achieving positive outcomes for both youth and families.

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Service Delivery:

Family Navigators provide a combination of individualized and group-based services, including:

- Home visits to assess and support family needs
- Referrals to mental health, educational, and behavioral services, such as LN's dedicated culturally specific mental health clinic, Zenit
- Peer-based parenting support groups (e.g., Cara y Corazón, FUSE)
- Youth skill-building activities, leadership development, and community engagement opportunities, including participation in seasonal programming during Spring and Summer breaks.
- Restorative practices, including circles and service projects

All services are delivered using culturally responsive, trauma-informed, and restorative approaches (Red Road and La Cultura Cura models) that emphasize accountability, insight, responsibility, and reintegration. These practices support youth and families in repairing harm, strengthening relationships, and building long-term resilience.

Monitoring & Follow-Up:

Family Navigators regularly monitor progress toward Success Plan goals through:

- Weekly or biweekly check-ins with youth and caregivers
- Ongoing reassessment of needs and barriers
- Documentation in LN's data management system
- Coordination with CCJD staff to ensure alignment with probation or diversion requirements

Program Completion & Exit:

Completion is determined when youth fulfill probation requirements and/or achieve their individualized Success Plan goals. Upon completion:

- Youth and families are formally notified of program graduation
- An exit meeting is conducted to review accomplishments, celebrate successes, and reinforce strategies for continued positive outcomes
- A summary report documenting outcomes and lessons learned is uploaded to the secure FTP site for CCJD review

This structured workflow ensures consistent, high-quality service delivery, maximizes family engagement, and promotes measurable outcomes for justice-involved youth and their families.

2. Experience with Community Resources & Agencies

While the YEVP provides a comprehensive range of services to support youth and families, the program recognizes that effective Family Navigation requires strong coordination with external service providers. To ensure families receive the most appropriate and comprehensive support, YEVP maintains active partnerships and communication with a broad network of community-based organizations and system partners.

Program directors, managers, and development staff at LN maintain ongoing relationships with external partners to ensure a high level of coordination, communication, and continuity of care. This approach enables Family Navigators to connect participants to specialized services beyond LN's internal capacity, while ensuring services remain aligned and responsive to each family's needs. Staff are trained to assess needs, make timely referrals, and support families in successfully accessing and engaging with community-based services. YEVP leverages these partnerships to strengthen both prevention programming and the wraparound services provided through the HEART Family Navigation program. Family Navigators play a key role in bridging

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systems, advocating for families, and reducing barriers to access, ensuring that youth and caregivers are connected to critical supports such as behavioral health, legal services, education, and housing resources.

LN has a demonstrated track record of strong cross-sector partnerships across Multnomah, Clackamas, and Washington counties. These partnerships include juvenile justice departments, law enforcement agencies, district attorney offices, and community-based legal service providers, including Youth, Rights & Justice, with whom LN has collaborated to support expungement and legal navigation services for eligible youth.

Through these established relationships, LN enhances its capacity to deliver effective, coordinated Family Navigation services, ensuring that families receive comprehensive, culturally responsive support that addresses both immediate needs and long-term stability.

YEVP has fostered vital working relationships with local service providers and community partners who are trusted partners in diversion services. In Clackamas County, these relationships include:

Youth Era: Support services to all young people through mentorship, focus on direct services, training, and advocacy. Ant Farm: Supports building healthy communities, families, and teaching sustainability through education and practice. The Living Room: Supports and celebrates LGBTQIA2S+ youth, ages 14-20. NW Family Services: Substance use screening and treatment. Clackamas County Behavioral Health: Behavioral Health and Mental health services. Youth Support Teams in Clackamas County: School Based support teams for youth on formal or informal, supervision, or engaged in community based diversion. SOLVE: an environmental non-profit, evolving from a grassroots initiative into a national model for volunteer environmental stewardship. Metro: Park access, recreational and environmental exploration and education opportunities for youth and families. Clackamas County Multi-System Collaborative (MSC): Multidisciplinary workgroup of youth serving agencies focused on improving youth experiences in Clackamas County. LN is a central participant of the workgroup as co-facilitator of the workgroup tasked with planning the agenda and guiding discussion topics. Safety Compass: Safety Compass offers free and confidential advocacy services for survivors of commercial sexual exploitation and human trafficking in Northwest Oregon. Wichita Center: A central location in which to find assistance with food, clothing, housing, dental care and after school programs in Clackamas County. Clackamas Workforce Partnership: Job development and assistance. New Avenues for Youth: Virtual/In Person Groups, hygiene supplies, clothing closet, gender-affirming clothing, peer support, Youth Advisory Council (YAC), and referral to other resources and support. Clackamas Women's Services: Emergency housing for women impacted by DV, sexual assault, and abuse. Juntos NW: Harm reduction training, culturally specific outreach training, cultural sensibility, recovery housing. NW Instituto Latino de Adicciones: Culturally responsive addiction services, peer recovery groups, and treatment. New Day Program: for participants age 25+ experiencing sex trafficking and exploitation. Clackamas County Resolution Services: Providing Victim Offender dialogues, community mediation and training.

YEVP's work in culturally centered services and programs for justice-impacted individuals has gained national recognition, and it is a model for enhancing individual, community, and programmatic resiliency based on relationship building, trust, and partnership. YEVP is a founding member of the EBP+ collective, a national group formed to deepen, champion, and improve outcomes relating to the complexities of race and ethnicity, economic status, and contact with the criminal justice system. YEVP also participates in SYNC (Strategies for Youth and Neighborhood Centered Safety), a nationwide violence prevention network funded by the CDC.

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3. Tailoring Organizational Services for Culturally Specific Needs of Individuals and Community

All LN programs are designed and continuously refined based on participant voice and lived experience. LN integrates standardized evaluation processes across the agency, including pre- and post-participation surveys, demographic data collection, and funder-required reporting, to ensure services remain responsive, effective, and aligned with community needs.

LN recognizes that trauma impacts individuals differently, including youth within the same household who may have experienced similar events. In response, LN designs and implements programming that is both trauma-informed and culturally responsive, ensuring services are adaptable to individual experiences. Staff are trained to recognize the varied impacts of trauma and to integrate healing-centered practices into all interactions with youth and families. This approach balances consistency and structure—creating a sense of safety and predictability—with flexibility to respond to participants' needs in real time.

Many participants served by LN have experienced multiple forms of trauma, including ongoing exposure to toxic stress and microaggressions. These experiences may manifest in physical, emotional, and behavioral challenges, including disruptions in sleep and eating, increased anxiety or depression, and decreased academic performance. LN's service model acknowledges these impacts and intentionally incorporates strategies to reduce barriers to engagement and support overall well-being.

LN further recognizes that trauma is shaped by cultural context. Cultural identity influences how individuals perceive, interpret, and respond to traumatic experiences, as well as how they express distress and engage in healing. Certain events may carry deeper significance within specific cultural contexts or disrupt important cultural practices, thereby intensifying their impact. LN's culturally grounded approach ensures that services are not only trauma-informed but also culturally anchored, reflecting the values, traditions, and lived realities of the communities served. This understanding informs every aspect of LN's programming, from service design to direct engagement. By centering culture, identity, and healing in its approach, LN creates supportive, adaptable environments that foster trust, increase engagement, and promote meaningful, sustained outcomes for youth and families.

LN's wide array of services are growing their reach in Clackamas County. Of the 421,401 residents of Clackamas County, 40,342 identify as Hispanic or Latino, 20,699 as Asian, 3,510 as Native, 4,554 as Black/African American, 1,117 as Native Hawaiian/Pacific Islander, 16,123 as another race, and 40,543 as multiracial. Those experiencing the highest rate of poverty are 18 and under (9.9%), 14% are disabled, 4.4% are uninsured, and 11.2% speak a language other than English at home (2020 Census). LN has established relationships with these demographic groups, offering a network of internal culturally specific programs centering Latine experience, with strong partnerships with demographic-specific organizations who can provide the expertise to support participants in meeting their needs.

LN has continued to grow its impact in Clackamas County with 336 participants in FY22 nearly doubling to 641 in FY25. Amongst Clackamas County participants, 279 were enrolled in RICH Diversion, 100 were enrolled in Immigration Navigation, and 57 were enrolled in HEART. Other participants enrolled in programs within our Economic Justice, Early Learning, and Educational Access/Community Schools, such as Community Health Worker workforce development, extended day community school programming, and Rent Assistance & Family Stabilization resources.

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4. Agency Design to Help System- or Multisystem-involved Families

The Clackamas County YERP team is trained in the Crossover Youth Practice Model (CYPM), which guides best practices for youth involved in both the Oregon Department of Human Services (ODHS) Child Welfare system and the Juvenile Department. Using CYPM protocols, Family Navigators coordinate services across systems, reduce duplication, and ensure families receive cohesive, strengths-based support.

LN leverages internal resources—including the Community Defense and Advocacy Department for legal navigation, emergency preparedness and the new Zenith Mental Health Clinic for rapid access to therapy—to provide timely and responsive wraparound services. One of the clinic's focus areas is family dynamics and intergenerational conflict. LN provides therapy that meets our families where they are, including telehealth visits, in office therapy, and in home therapy. Zenit also hosts group therapy where families, parents, and youth can attend jointly, and heal together as a family unit.

In addition to the resources provided through referral to internal Latino Network resources or external partners, YERP has provided direct client assistance within the department totaling \$17,000 to families, supporting urgent basic needs such as food, transportation, and financial stability. This assistance reduces barriers, promotes engagement, and strengthens families' capacity to support youth across multiple systems, ensuring stability and positive long-term outcomes.

B. DEMONSTRATION OF ABILITY TO PROVIDE SERVICES

1. Agency Service History

LN was founded in 1996 to advocate for the needs of Oregon's growing Latine community and has three decades of experience delivering culturally specific, wraparound services across the larger Portland metropolitan region. LN's mission is to transform the lives of Latine youth, families, and communities through a comprehensive continuum of care that spans early childhood, youth development, justice-involved youth services, leadership development, health and wellness, and economic justice. Through its integrated "no wrong door" model, participants entering any program are connected to a broader network of supports, ensuring coordinated, family-centered service delivery that is foundational to effective Family Navigation.

YERP has been contracting with local juvenile departments since 2011 and brings over a decade of specialized experience working with justice-involved youth and their families across Multnomah, Washington, and Clackamas counties. Through this work, LN has established long-standing partnerships with juvenile justice systems, including CCJD, and has demonstrated consistent, high-quality service delivery.

YERP has successfully implemented key programs such as the Restoring Individuals, Communities, and Hope (RICH) Community Diversion Program since 2019 and the HEART Family Navigation program since 2022. Through these initiatives, the division has developed the infrastructure, staffing model, and cross-system coordination necessary to effectively deliver comprehensive, family-centered navigation services.

YERP's division model centers around eight core values and principles: Accountability | Contabilidad; Cultural Pride | Orgullo Cultural; Social Justice | Justicia Social; Hope | Esperanza; Respect | Respeto; Family | Familismo; Empowerment | Empoderamiento; and Confidence | Confianza.

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Y EVP's goals are to:

- Provide trauma-informed support, outreach, cultural events, and parenting education to youth and families and prevent them from entering or further entering the justice system.
- Implement restorative justice and culturally centered mentoring curriculum activities to heal individuals, families, and communities and prevent further harm.
- Stabilize individuals and families by assisting to rapidly and efficiently meet needs.
- Provide tailored services adapted to individual clients depending on their level of risk or trauma. Services include short-term services, ongoing case management, and intensive case management/coaching for those at the highest risk.

Y EVP participants are involved in activities that intentionally include parenting support and strengthening the family/guardian protective factors. This robust family engagement model includes targeted outreach, rapid navigation to support services, home visitation, and staff that can physically and emotionally meet youth and families where they are. Families are also engaged through events and outreach, frequent communication to ensure a strong foundation for success, regular family engagement events centering culture and cultural celebrations, referrals to other agency programs including leadership classes, Ballet Folklorico, civic engagement, health and wellness support, mental health services at our Zenith Mental Health Clinic, and economic justice programming. With over a decade of experience contracting with local juvenile departments, Y EVP has established strong, long-term partnerships across Multnomah, Clackamas, and Washington counties. The division has developed the infrastructure, staffing, and cross-system coordination necessary to deliver high-quality, family-centered navigation services.

Over the past several years, Y EVP has established strong relationships and partnerships in Clackamas County, resulting in the strategic expansion of services beyond the RICH Community Diversion Program to include three additional community-based programs. This growth reflects both demonstrated community need and Y EVP's capacity to deliver effective, culturally responsive services for justice-involved youth and their families. Family Navigators serve as critical bridges, ensuring families are connected to services in a timely manner, reducing barriers, providing system navigation and advocacy, and coordinating across multiple service providers to promote stability, engagement, and empowerment. While LN is rooted in serving the Latinx community, Y EVP's programs in Clackamas County are inclusive, serving youth and families from diverse racial, ethnic, and cultural backgrounds.

Program Highlights:

- HEART Family Navigation: Engages justice-involved youth and youth exhibiting high-risk behaviors. Family Navigators work with youth and families to develop family-driven case plan goals, delivering services in homes, neighborhoods, schools, and workplaces.
- RICH SB-SBIRT: Partnering with CCJD and Gladstone School District, this upstream program identifies youth needs early through Universal Screening, Brief Intervention, and Referral to Services (SBIRT). Family Navigators provide comprehensive support, connecting youth and families to community resources, facilitating appointments, assisting with paperwork and financial services, and helping reduce fear and anxiety while improving access to social and clinical services.
- RICH JIAC: Supports families of youth entering the Clackamas County Juvenile Intake and Assessment Center. Family Navigators assist families in accessing community resources, providing care coordination, and developing individualized plans that prioritize family voice, autonomy, and trust.

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Through these programs, YEVP demonstrates the ability to deliver trauma-informed, culturally responsive, and family-centered navigation services that help families achieve stability, engage fully in services, and support positive outcomes for youth.

In Multnomah County: Community Healing Initiative for adjudicated youth and adults on supervision, Padrinos Mentoring , Milpa Gun Violence Prevention in Portland and Gresham, and Ballet Folklórico.

YEVP's earliest partnership with Multnomah County's Department of Community Justice, Juvenile Services Division began in 2004 – first through a program called Consilio Somos El Futuro— and since 2011 through the Community Healing Initiative (CHI), CHI is a culturally specific case management and mentoring program engaging adjudicated, gang-involved Latino youth and their families, supporting reintegration into the community, education, and employment. Outcomes demonstrate CHI's impact: 100% of surveyed participants reported gains in life domains related to supportive adults, 63% in employment, and 43% in education. CHI Early Intervention (CHI EI) extended case coordination to youth following first arrests for low-level offenses. Since 2023 we have the CHI-Adult program that has expanded to serve emerging adults and adults from 18-40 , offering continued mentorship and addressing ongoing stability. In recent years, 100% of surveyed participants in the CHI program reported having made gains in life domains related to having a supportive adult in their life, 63% of surveyed participants reported having made gains in employment and 43% of surveyed participants reported having made gains in education.

The Milpa Gun Violence Prevention Program provides Latine youth and families with a continuum of community-based services designed to move participants from crisis to stability. Milpa addresses the root causes of gun violence through prevention and intervention strategies for youth and families who have been directly or indirectly impacted, helping them build safety, resilience, and access to supportive resources. Ballet Folklórico focuses on cultural pride, belonging, and positive identity development. Through participation in culturally grounded artistic programming, youth engage in social and cultural experiences that provide diversion from exposure to violence while strengthening community connections and reinforcing a sense of heritage and personal empowerment.

YEVP began offering services in Washington County in 2017 and currently operates culturally responsive programs for justice-involved youth and their families, including ROSA – Resiliency through Opportunities & Success for Adolescents, Raíces Family Navigation and Mentoring, and Raíces Early Intervention (EI) Community Diversion Program. ROSA is a community diversion program launched in partnership with the Washington County Juvenile Department and the Portland Opportunities Industrialization Center in 2021. Coordinators receive referrals from schools and the Juvenile Department and work with youth to address the root causes of behaviors that lead to justice involvement, promoting accountability, skill-building, and community connection. Raíces Family Navigation provides support to adjudicated youth and their families using the same evidence-informed framework as HEART and CHI. Family Navigators work directly with youth and caregivers to assess strengths and needs, develop individualized success plans, connect families to internal and external resources, and provide culturally responsive wraparound services that promote stability, engagement, and long-term positive outcomes. Raíces Early Intervention provides assessment, support, and diversion services for youth following low-level offenses. Youth are guided to take accountability for their actions, repair harm, and access supportive services to prevent deeper involvement in the juvenile justice system.

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Across all programs, YEVP leverages Family Navigation to connect youth and families to mental health, education, legal, and community resources, ensuring culturally responsive, wraparound support that strengthens families and promotes positive youth outcomes.

2. Agency Contracts Within Last Two Years

The YEVP Department has extensive experience managing complex public and private contracts and grants to deliver culturally responsive programs for justice-involved youth and families. YEVP currently manages funding from the Oregon Department of Justice – Community Violence Intervention for the Milpa Gun Violence Prevention Program, contracts with the City of Portland to support youth violence prevention initiatives, and multi-year contracts with the Washington County Juvenile Department to provide community diversion and family navigation services. We also contract with the Portland Children's Levy to provide mentorship for Latine youth.

YEVP has maintained long-term partnerships, some extending over a decade, with multiple juvenile justice departments,, including the Multnomah County Department of Community Justice and over five years with Clackamas County Juvenile Department for Community Diversion and Family Navigation. These relationships reflect the division's capacity to manage multi-agency collaborations, coordinate cross-system services, and comply with reporting and performance requirements across multiple funders. Through this experience, YEVP has demonstrated proficiency in grant and contract management, fiscal oversight, cross-agency coordination, and long-term partnership development, ensuring that complex, multi-year initiatives achieve intended outcomes for youth and families while adhering to the expectations of diverse funders.

Experience Providing These Services

YEVP has extensive experience delivering culturally responsive, family-centered navigation and support services to justice-involved youth and their families across Multnomah, Clackamas, and Washington counties. Over the past several years, the division's partnership with CCJD through the RICH Community Diversion Program has established a strong system and infrastructure, including highly experienced staff, institutional knowledge, and long-standing inter-agency relationships that allow for a seamless transition into new contract periods. Key partnerships include the Clackamas County Juvenile Department, Clackamas County Sheriff's Office, and local city police departments.

In Washington County, Raíces Family Navigation provides support to adjudicated youth and their families using the same evidence-informed framework as HEART and CHI, with Family Navigators guiding families to assess strengths, set goals, and access both internal and external resources. These programs demonstrate YEVP's capacity to replicate and scale family-centered navigation services across multiple jurisdictions while maintaining fidelity to program frameworks.

Under the leadership of Division Director Ximena Ospina, YEVP has built organizational resilience. Despite challenges including internal staffing changes, partner agency turnover, a complex funding landscape, and external crises such as the COVID-19 pandemic, rising community violence, and wildfires, YEVP has continued to provide high-quality services for a growing number of youth and families. The division now employs 35 professionals across three counties, bringing expertise in prevention, care coordination, family navigation, and case management.

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Challenges, Successes, and Program Development/Service Delivery Issues

Since the launch of the HEART program, YEVP has developed key programmatic processes and procedures to facilitate program implementation and monitoring. These processes ensure contract compliance, ensure program deliverables are met, and communication between YEVP and CCJD is maintained throughout program implementation.

One key program element that was introduced upon the launch of the program was monthly staffings in which the HEART Family Navigator meets with CCJD Juvenile Court Counselors to discuss youth and family progress, coordinate services, provide updates and discuss emerging needs. We worked with CCJD leadership to identify dates and times that would work for JC1's and JC2. Another key program element developed was the monthly and quarterly narrative reports. Alongside CCJD, we co-created the HEART Quarterly reports to capture qualitative data in addition to the monthly quantitative data report. This report provides a holistic reflection of the work conducted by the HEART Family Navigator, and insight into the experiences of the participants within the program.

As part of this regular program monitoring, YEVP identified the need for a dedicated HEART program manual. YEVP has developed program manuals across the division to operationalize and outline processes and procedures within programs which have successfully improved operations, and program staff look forward to similar results in HEART. YEVP will work alongside CCJD to develop this key program improvement strategy.

3. Strengths, Resources, & Abilities

YEVP's programs have demonstrated success due to:

- Culturally-competent staff who are representative of those served.
- Honoring the lived experiences and choices of youth served and their families.
- Providing youth and families with access to opportunities that empower them to set and meet measurable strengths-based goals.
- Delivering services to youth and families in their own cultural and physical space to preserve dignity, provide emotional safety, and develop mutual respect and vital rapport (churches, community meeting spaces, etc.).

LN's majority-Latino staff and board are members of the community, and have a direct relationship which gives them a close understanding of the structural and individual racism or discrimination experienced by Latinos and personal knowledge of the barriers, challenges, or disparities unique to their community's experiences. The Latino organizers who founded LN codified a majority-Latino representation in the organizational bylaws – which ensures that the vision for a thriving Latino community is exacted and driven by Latino staff, board, and community. LN is therefore uniquely positioned with “speed of trust”, due to its inherent integration and tied futures with the community served. In FY25, LN experienced a staff growth rate of 12% since the previous year, with an average tenure of 3.5 years. The staff turnover rate of regular staff was 9.5%. Of employees, 88% identified as BIPOC, and three out of four employees identified as women. 74% of employees were employed full-time and at an hourly rate.

A defining strength of LN is the network of internal agency services that provide participants with wrap-around support, such as those offered in Economic Justice, Advocacy, and Health and Wellness Departments. Through the Health and Wellness, participants can be referred to the Rockwood Mobile Health Services Clinic. Two significant obstacles prevent people from receiving care – cost and access. Health and Wellness also offers care through Community Health Workers, who offer resource navigation for participants including OHP enrollment,

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linguistically specific health education resources, and soon Medicaid billing for Health Related Services. The Economic Justice Department provides housing placement, case management, home retention, energy assistance, short-term rent assistance, and career coaching programs. The Advocacy department offers Leadership programs such as Academia De Lideres, which equips emerging grassroots Latino leaders from Portland and surrounding areas with the tools needed to become agents of change and to advocate for the community's best interests, and Unidos Leadership. Participants build leadership skills, organizing capabilities, and the capacity to engage in local governance to have their voices heard. The program introduces participants to Portland, Multnomah County, and Metro (among others) government structures, officials, and decision-making processes.

In FY24, LN's Division Outcomes included successes in Early Childhood services, where 98% of children demonstrated gains in early literacy skills. 100% of parents demonstrated scaffolding their children's early literacy development. In Educational Access Programs, 68% of youth participants maintained a 90% or better attendance rate, 73% of youth participants had a 2.5 or better GPA, 93% of seniors graduated high school, and 93% of Escalera participants were retained in their Senior year. In YEVP, outcomes made gains over the previous year, with 90% of participants reported having a supportive adult in their lives; 58% of participants were enrolled in school, GED, or Post-Secondary education; and 95% of participants were employed, looking for work, or enrolled in a job training program.

LN has earned a reputation of respect from its served community due to demonstrated action on feedback provided to the organization on how to address community needs. This feedback loop, which is pivotal to the success of culturally-specific organizations, provides an environment of reliability, trust, and cultural understanding which allows community members to feel safe. LN's participants know that their feedback results in change.

C. STAFF DESCRIPTIONS AND QUALIFICATIONS

1. Duties and Qualifications

To complete the scope of work in the RFP, LN's YEVP division proposes a staffing structure with a total 1.29 FTE per year:

0.01 FTE Division Director

0.03 FTE Associate Director

0.15 FTE Program Manager

0.10 FTE Program Support Specialist

1.00 FTE Family Navigator

YEVP Division Director Ximena Ospina (BA Anthropology, Universidad de los Andes in Bogota) has been working in the violence prevention field for nearly 15 years.

Ximena began with LN in the Community Healing Initiative (CHI) program in 2015. One of her first projects as a new manager in 2018 included designing and implementing diversion services in collaboration with Clackamas County and overseeing the Multnomah County community-based diversion program. She now oversees 11 YEVP programs, regularly collaborates with state and local juvenile justice systems, and is a local leader in Latine youth violence prevention. She is also a part of the JREP Justice Reinvestment Equity Program statewide evaluation committee, Multnomah County Gun Violence Review Committee, Multnomah County Gun Violence Review Implementation Committee, Restorative Justice Grant Advisory Committee from the Oregon Criminal Justice Commission, and most recently selected to be a part of the National Strategies for Youth and Neighborhood Centered (SYNC) Safety Learning Community (a Center for Disease Control and Prevention (CDC) funded project designed to increase partnerships with community-based organizations (CBOs) that serve Black

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and Brown communities with inequitable risk for violence and educate the field about the role of public health in building safer communities). Ximena holds two executive management certificates from Georgetown University Center for Juvenile Justice Reform: Transforming Juvenile Probation and Transforming the Youth System. She is a trained family and neighborhood mediation and restorative dialogue facilitator. Ximena assisted in the founding of the EBP+ Collective, a national collaboration of CBOs providing culturally specific violence prevention programming. Ximena can be reached at ximena@latnet.org, or (503) 283-6881.

In the scope of this program, the Division Director provides oversight of strategy, program development, and implementation. She serves as the point of contact for the contract between LN and CCJD, and as a liaison to LN's Leadership and Executive Director regarding the RICH Diversion Program.

Y EVP Associate Director Edgar Cuellar Rubio (BS Psychology, Portland State University) Edgar has been working in Latine specific community-based services for 10 years. Before LN, Edgar led a violence prevention program in the Cully Neighborhood in Portland as an AmeriCorps member. Edgar then began working in LN's educational access program as a Youth Advocate 10 years ago, gaining a foundational understanding of the impact of educational and culturally affirming services as a prevention method for at-risk youth. Edgar then moved on to work in the Community Healing Initiative, gaining direct service experience with youth and adults on supervision, addressing the root causes of violence and recidivism. Due to his experience, diligence, innovation, and ability to center participants and provide positive impact, Edgar was then promoted to Y EVP Senior Manager. Now in the Associate Director role since July 2022, Edgar works to provide higher level leadership support to the Y EVP Director, maximizes the impact of Y EVP programming, oversees various county violence prevention contracts, ensures program outcomes are being monitored and met, and supports overall program efficacy. Edgar leads the Division's work in Clackamas County and Washington County and directly supervises the manager overseeing all programs in Clackamas County. He has held the position as a co-chair for the Clackamas County Multi System Collaborative (MSC) Advisory Council from 2021-2023. The MSC is a multidisciplinary workgroup that focuses on improving youth and family outcomes in Clackamas County. Currently Edgar is the co-chair of the Youth Justice Equity Coalition (YJEC) in Washington County. The Youth Justice Equity Coalition is composed of members that represent agencies who are committed to transforming systems that impact the lives of youth and families. Specifically, the YJEC group works to address racial inequities across systems by engaging system partners, community based organizations, school district personnel, community members, and other key stakeholders. Both the MSC and YJEC are byproducts of The Center for Juvenile Justice Reform Certificate Programs from Georgetown University, which focused on transforming the youth justice system, and improving youth outcomes. Edgar can be contacted at cedgar@latnet.org, or 503-853-3323.

Through the scope of the program, the Associate Director will monitor and oversee systems-related work with CCJD, school districts, police jurisdictions, and other key system and community partners, as well as the training of staff to assure program fidelity to the model. Other responsibilities include strategizing new partnerships in the County, overseeing the communication with the County on invoices, contracts and reports, the distribution of newsletters to Community partners, and consultation regarding Juvenile Department process questions or unique circumstances.

Y EVP Manager Araceli Alonso-Garcia (BA Social Science, Minor Chicano Studies, PSU) is the dedicated HEART project manager and oversees HEART's daily operations and staff. Since joining LN, Araceli has progressed professionally to Y EVP Manager. Araceli started her career

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at LN in the Educational Access Programs and later transitioned into the RICH Diversion Program where she held the role of RICH Diversion Coordinator. She played an integral role in program implementation, and program outcomes. She currently manages the RICH Diversion Program, RICH SBIRT Program, and HEART. Araceli is a member of the LGBTQIA+ Workgroup, a group of members of youth-serving agencies of Clackamas County who seek to achieve welcoming and affirming environments for Lesbian, Gay, Bisexual, Transgender, Queer, Non-Binary+ (LGBTQN+) youth and their families.

Through the scope of this program, Araceli receives referrals from CCJD and assigns referral to the Family Navigator, balances caseloads, reviews case plans, and submits closing documents to CCJD upon client's completion of the program. She assists agenda development for coordinated meetings between LN and CCJD, provides consultation regarding situations that come up with the program, staff, specific cases, or procedures, competes and submits monthly and quarterly program reports, hires and trains new staff, and participates in systems or community partner meetings as appropriate. Araceli also is responsible for signing all expungement orders and sending those back to CCJD within the required timeframe.

Program Support Specialist Yamileth Pacheco is the current program support specialist. She began working with LN as the Cultural Activities Specialist, providing instrumental program support, and event coordination.

Within this project, the Program Support Specialist provides administrative support to the Program Manager, processing referrals into the Efforts to Outcomes database and processing expungement requests. Additionally, this role provides instrumental program support to the Family Navigator in the form of material preparation for parent groups, youth groups, and co-facilitation support of curricula.

HEART Family Navigator Zitlali Corral has been working in the social services field for the past 9 years and has extensive experience collaborating with youth and families and community stakeholders. She is the current HEART Family Navigator, and in her role she engages justice involved youth and their families, and provides support with navigation to services, leads skill building workshops, and provides leadership and community building opportunities. Through a strength based and trauma informed approach, she provides these essential services in a culturally responsive manner, which promotes youth and family engagement. Additionally, collaboration with stakeholders and CCJD staff is demonstrated through YST meetings, monthly HEART meetings, and monthly staffing meetings with CCJD staff to share program updates and achievements.

2. Administrative Management Structure

LN is led by the Executive Director and the Board of Directors. Senior Leadership consists of an Operations & Culture Director, Associate Deputy and Deputy Director of Programs, Director of Finance, and Director of Philanthropy. Leadership consists of 16+ Directors and Associate Directors, overseeing 36+ programs. Each Department/Division within the organization is led by a Director and Associate Director. The Associate Director provides the direct supervision of the Program Manager. The Program Manager provides the direct oversight of the daily operation of the program and the staff. With multiple layers of management and direction, there is proper administrative support to empower direct service staff to complete their scope of work effectively.

Administrative Management is led by the Admin Department, including Finance, HR, and Operations. Over a dozen administrative employees manage the complex financial, human

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resources, and administrative functions necessary to operate the scope of work in this proposal in addition to the rest of the \$24M+ annual agency budget. Operational Policies & Procedures are established and monitored by the Operations and Human Resources Departments. These include Safety Policies including incident reporting. LN uses Paylocity, a cloud-based HR software to manage staff payroll, benefits administration, and other Human Resources needs. This has expanded the agency's capacity to administer staff-wide training on policies and procedures, track employees time accurately between multiple projects, and curate an internal data set throughout onboarding, employment, and offboarding, ensuring a high level of accuracy in internal reporting. LN uses an in-house finance system using Intacct, a cloud-based system, which provides real-time financial accounting tools to track all grants, contracts, and other revenue sources. The source of all funds and how funds are spent are able to be tracked to ensure compliance. Finance staff have effective control over and accountability for all funds, property, and other assets, and can easily report on the comparison of expenditures with budget amounts for every grant/contract. Development staff utilize EveryAction, a cloud-based Customer Relationship Management software, to track awards, gifts, and contract related information. LN is confident in the established systems and processes necessary to manage the scope of work.

LN has extensive experience managing large state, county, and foundational grants and contracts which require complex and timely systems to maintain compliance. LN has routinely followed all contractual requirements and performance measures. LN has received an unqualified opinion from their auditors (Kern & Thompson LLC), concluding that LN's financial statements present fairly the results of the company's operations and its financial position according to GAAP principles (Generally Accepted Accounting Principles). In addition, LN received "an extremely clean monitoring report" from Worksystems, Inc, indicating no findings or recommendations.

3. Staff Supervision for Competency & Appropriate Delivery of Service

LN's organizational culture creates a sense of familia among staff and leaders, who are all working together to support a growing Latino community so that youth, families, and communities thrive. LN uses a Performance Management System for all staff that includes a comprehensive on-boarding and orientation plan, a six-month check-in, and an annual performance review. The intent of the system is to create ongoing, regular, and open conversations between staff and managers to provide constructive feedback and support staff in succeeding. LN encourages staff to gain skills to become more proficient in their job and build professional skills.

The following techniques are employed across the agency: Annual performance evaluation and professional goal setting with direct supervisor for all staff; Regular one-on-one supervision or check-ins for all staff with their direct supervisor, typically weekly. Weekly supervision provides a space to address challenges in a time sensitive manner, align priorities and provide updates; Semimonthly team meetings for managers within their division to connect regarding program issues and participants; Program Managers facilitate weekly program-level team meetings with their staff; Monthly all-staff, agency-wide meetings build camaraderie, communicate information, and celebrate accomplishments; and Ongoing professional development opportunities, including local and national conferences.

Within the program, the HEART Family Navigator and the Program Manager meet with CCJD Division Manager monthly to discuss key program elements, share program updates, staff specific referrals, and ensure program compliance. Additionally, the YEVP Associate Director and HEART Family Navigator attend a quarterly contract compliance meeting alongside the

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Clackamas County Division Program Manager, Administrative Services Manager, and CCJD Assistant Director. This meeting ensures contract compliance by reviewing contract deliverables, budget analysis, and assessing effectiveness of programs.

Staff Resolution & Corrective Action

In LN's leadership structure, supervision and oversight is layered, reducing the opportunity for errors or mistakes. Should staff require corrective action, or a grievance requires resolution, LN leadership is trained in the processes and procedures outlined in the LN employee handbook.

4. Training & Skill Development

All program staff receive yearly training designed to strengthen key aspects of their work with youth and families. Training is designed to be culturally relevant, and topics include youth development, early literacy, trauma-informed approaches, classroom management & teaching skills, inclusion strategies for youth with accessibility needs, building positive parent-child relationships, popular education methodology and practice, leadership skills, and group facilitation and outreach strategies. Program staff who will be actively engaging with the community also receive training on how to ensure their curriculum is culturally responsive. In addition to formal training, the program staff receives intensive on-the-job training, mentoring, and coaching.

Our culturally and linguistically experienced staff are trained in 2 SAMHSA evidence-base models to deliver high-quality service: Assertive Engagement and Trauma-Informed Care (TIC), as well as motivational interviewing and suicide prevention. Navigators employ the Assertive Engagement service delivery model alongside Trauma-Informed care to provide the most responsive mentoring to youth and families, while leveraging their lived experience as members of the community. YEVP staff employ these practices to provide youth and families with the most responsive mentoring and case management.

Trauma Informed Care is a Treatment Improvement Protocol developed by SAMHSA “to work more effectively with people who have been exposed to acute and chronic traumas and/or are at risk of developing traumatic stress reactions”.

Assertive Engagement is a SAMHSA evidence-based approach to the delivery of social services that is effective even for the hardest to reach clients and families. It obtains and maintains strong engagement with them, and moves them toward behavior change that is self-directed and lasting. Assertive Engagement combines several evidence-based practices into a cohesive approach to services:

Assertive Community Treatment, a SAMSHA evidence-based service delivery model characterized by a team approach, a small caseload, time-unlimited services, a shared caseload, flexible service delivery, and crisis management available 24/7.

Strengths-Based Practices recognize the inherent capability of people to figure out and solve their own problems. This is especially key for Latino youth and families, who often face negative stereotypes and assumptions; and whose deficits are highlighted much more than their strengths, collectively.

Motivational Interviewing is a detailed skills-based approach to talking with clients about change that creates client-centered engagement and increases motivation for changing negative behaviors.

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LN has made these approaches standard across the agency, requiring all staff members trained in Assertive Engagement and Trauma-Informed Care for use in all programs. Additionally, LN trains and provide review to 100% of staff in the following culturally specific violence prevention and intervention curricula (total of approximately 40 hours a year): YEVP Program Model, Collaborative Change Framework, Bridge 13 (working with LGBTQ+ youth) training, Secondary Traumatic Stress/ Vicarious Trauma, Family Engagement Framework, Restorative Practices Framework, Trauma ToolKit, Transforming Juvenile Probation Framework, La Cultura Cura framework, Motivational Interviewing, and El Joven Noble Facilitator Training.

Personal Development

LN believes in the investment of staff. Agency values are not only for those served in the community. Senior Leadership has partnered with Xenium to offer Directors and Managers supervisory training throughout the year. One of the organization's recent priorities has been to take an inventory on wellness practices and promoting staff self-care. LN contracts with Silver Lining to offer workshops on mental health topics focused on emotional wellbeing. LN has also implemented agency-wide Rest and Recovery weeks through the year to ensure staff are taking time off to rest or recover from the demands of working in the community. LN's employee manual outlines its employee benefits, including a Sabbatical policy for employees of the organization for 5 or more years. Additionally, a milestone recognition for staff following their first full year of employment and beyond includes cash bonuses, paid leave, and other incentives. Other benefits include short and long-term disability, 401(k), Flexible Spending Account, and other leave policies for emergency or traumatic incidents.

Agency-wide training in Personal Development includes 11 hours total in the following topics: The Art of Self-Care: MindSculpt, Resiliency In the Face of Stress & Trauma, Building Resiliency, Understanding Anxiety, Finding Joy, Vicarious Trauma, Combating Burnout, Navigating Depression, Building Internal Motivation, and Coping with Traumatic Events. Further, YEVP has built staff learning groups which are designed to bring together staff members with similar roles and disciplines to align best practices, promote collaboration, build relationships, and promote skill development.

D. RESPONSIVITY AND MEETING INDIVIDUALIZED NEEDS

1. Non-Discriminatory and Responsive Services

LN has a proven track record of successfully engaging the hardest to reach constituencies and reducing disparities in outcomes for all participants. While LN programs are rooted in the Latine cultural heritage and traditions and led and implemented by bicultural and bilingual staff, participants of all cultural or racial backgrounds can benefit from LN's culturally responsive programs and services.

LN maintains a "No Wrong Door" policy, ensuring that all eligible participants are welcomed and connected to appropriate services regardless of background or entry point. While LN specializes in bilingual and bicultural programming, the organization leverages strong partnerships with culturally specific and mainstream providers to deliver accessible, relevant, and high-quality services.

As a culturally responsive organization, LN has a demonstrated record of a higher level of client retention for participants in comparison to their retention in mainstream services, as well as longer periods of sustained engagement; reduced pathologizing of distress; and affirming racial identity and pride; due to the utilization of holistic interventions like cultural traditions or culturally responsive programming. The Coalition of Communities of Color published [Investing In Culturally And Linguistically Responsive Behavioral Health Care In Oregon](#), in which findings

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are detailed from their statewide research into how BIPOC community obtains services, and provide recommendations for how to increase culturally and linguistically responsive services for communities of color. The most cited barrier to accessing services is that providers, and the services they offer, are not culturally and linguistically responsive, which in turn leads to less utilization, awareness, and trust in the system. The majority of BIPOC individuals receive care from religious figures, traditional healers, community-based organizations, and clinics, and encounter many barriers, including distance, cultural and linguistic, process, communication, safety, and insurance issues.

LN regularly offers its programming in partnership with LGBTQ specific community organizations and partners to engage with community members with intersectional identities. LN advocates on behalf of its diverse community partners, including the Coalition of Communities of Color, PDX Latinx Pride, the Q Center, Self Enhancement Inc. (SEI), the Immigrant & Refugee Community Organization (IRCO), and the Native American Youth and Family Center (NAYA). LN further supports fellow minority communities and culturally specific/responsive organizations with volunteer support, sponsorships, specialized training, and capacity building. This past year, a group of 42 staff, participants, friends, and family members, marched as an organization for the second time in the Portland Pride Parade. For school age youth, LN implements an evidence-based curriculum adapted to be culturally specific, Making Proud Choices (“MPC”). MPC guides participating youth to make safe choices, seek support to promote mental and sexual wellbeing, and ultimately lead healthier lives. This was made possible as part of the Adolescents and Communities Together (ACT) partnership between Multnomah County Health Department, Planned Parenthood of Columbia-Willamette, Self Enhancement Inc, Native American Youth and Family Center, Boys and Girls Club, APANO, and other partners. For parents, LN uses the Opciones y Educación (OYE) curriculum, originally developed by a coalition of community organizations and individuals. LN conducts ongoing adaptations to this curriculum to include additional topics and address the unique cultural or linguistic needs of participants. OYE creates a safe and comfortable environment that fosters open dialogue about youth-adult communication, body image, healthy relationships, gender roles, LGBTQIA+ sexualities and identities, sexual decision-making, sexually transmitted infections (STIs), and family planning.

Since implementing ACT and OYE programming, LN receives feedback from participants and staff regarding how to strengthen facilitator training and curricula in order to be more inclusive of the multiple and intersectional identities of participants. Feedback previously indicated the need to improve services for youth with intellectual and developmental disabilities, youth in the juvenile justice system, and, most notably, LGBTQIA+youth. Through observation of Sexual Health Facilitators providing instruction, the struggle to explain the array of sexual orientations and gender identities that exist and model safe and supportive environments for all identities became clear. This spurred the Health & Wellness staff to generate solutions to strengthen these areas of improvement. The dialogue with the community was instrumental in identifying the need to proactively explore multiple avenues of engagement and expand classes into LGBTQIA+ specific spaces.

2. Foundational Training in Responsive Services

In 2010, LN participated in Western States Center’s “Uniting Communities” training to remove organizational barriers for LGBTQ staff, and to ensure that all kinds of families and caregivers feel reflected, welcomed and affirmed in LN programming. Currently, YEVP teams are trained through the Bridge 13 program by New Avenues for Youth. “Bridge 13 provides educational workshops on the concerns/needs and joy/celebrations of LGBTQIA2S+ communities, with particular focus on how to better serve, support, and affirm LGBTQIA2S+ youth and individuals.

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The program offers educational and technical support in a variety of settings—organizations, businesses, schools, healthcare providers, government agencies, and more—in and around Multnomah and Clackamas counties. Activities range from focused, singular training that address specific concerns to multipart series that allow for a deeper exploration of LGBTQIA2S+ equity.” (New Avenues for Youth <https://newavenues.org/bridge-13/>)

3. Programming Welcoming All Community Members in Need

LN’s majority-Latino staff and board are members of the community, and have a direct relationship which gives them a close understanding of the structural and individual racism or discrimination experienced by Latine community and personal knowledge of the barriers, challenges, or disparities unique to their community’s experiences. The organizers who founded LN codified majority-Latino representation in the organizational bylaws – which ensures that the vision for a thriving Latino community is exacted and driven by Latino staff, board, and community. LN is therefore uniquely positioned with “speed of trust” due to its inherent integration and tied futures with the community served.

LN’s staff has a personal understanding of the experiences of the served community. They are representative of the many cultures, races, backgrounds, languages, and experiences of participants, with one in eight staff members being prior program participants. Participants report feeling affirmed in their identities as they are mirrored by staff and board, and that core Latino cultural concepts are celebrated and normalized within the organization. Intersectionality is a strength of LN staff. LN strives for diverse representation in leadership positions, with a majority of leadership identifying as people of color and women. LN is proudly an open and affirming organization with a history of recruiting, hiring, and retaining staff of diverse experience and backgrounds, ensuring the organization is representative of our target populations. Currently 7% of staff identify as LGBTQIA2S+, and growing.

As a community-based, inclusive and affirming organization, LN creates a sense of safety and belonging for the Latino community through three main strategies: having staff, board members, and volunteers who reflect the community’s cultural and linguistic identities, integrating core cultural constructs and worldviews of the Latino community into all programs and infrastructure, and building community leadership among youth and adults to create lasting positive change. All LN services and evaluation are developed with an equity lens, considering how to reduce or remove barriers, ensure inclusivity, and create a sense of safety and belonging for all participants.

4. Linguistically Appropriate Services for Monolingual Youth & Families

All curricula used by LN are culturally and linguistically specific to the population served by the program. Program materials, resources, and communications can be delivered entirely in Spanish or English with sensitivity to the linguistic diversity of youth and families served. Effectiveness of monolingual services, including those utilizing interpretation and translation services, are monitored through feedback from program participant surveys.

While LN specializes in bilingual services in Spanish and English, they are also established in providing services to speakers of languages other than Spanish and English. In the last year, languages spoken by LN participants include Vietnamese, Russian, Chinese (Mandarin, Cantonese, etc), Somali, Ukrainian, Romanian, Nepali, Chuukese, Arabic, Hmong, Akateco, Amharic, Bosnian, Creole, French, Lao, Maay-Maay, Mixteco, Portuguese, Purapecha, Swahili, Tagalog, Tigrigna, and Tonga.

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Y EVP has a language interpretation account with IRCO's International Language Bank ([ILB](#)) where staff can request in person/remote interpretation or translation services as needed. Interpretation and translation is also provided by the Collective of Indigenous Interpreters of Oregon (CIIO), a group of interpreters of Indigenous languages from regions presently-known as Mexico and Central America. ([Pueblo Unido](#)).

References

Dr. Kyla Armstrong-Romero
Director, Juvenile Services Division
Multnomah County Department of Community Justice
kyla.armstrong-romero@multco.us
Office: 503-988-4067
Cell: 971-291-3614
Juvenile Justice Complex
1401 NE 68th Ave,
Portland, OR 97213

Dr. Jennifer Cearley
Director, Juvenile Department
Washington County Juvenile Department
jennifer_cearley@washingtoncountyor.gov
Office: 503-846-8361
Juvenile Services Building
222 N First Avenue,
Hillsboro, Oregon 97124

Marcell Frazier
Violence Prevention and Community Partnerships Coordinator
Office of Governance and Management
City Of Gresham
marcell.frazier@GreshamOregon.gov
503-936-5207
1333 N.W. Eastman Parkway
Gresham, OR 97030-3813

Proposed Budget for HEART
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 Budget Amount: \$134,400

Direct Employee Salary Cost	Budgeted Salary	FTE	
Family Navigator	\$ 50,909.00	1.00	\$67,199
Program Support Specialist	\$ 4,841.00	0.10	\$6,390
Program Manager	\$ 10,185.00	0.15	\$13,444
Y EVP Associate Director	\$ 2,619.00	0.03	\$3,457
Y EVP Director	\$ 1,167.00	0.01	\$1,540

Total Employee Salary Cost	\$ 69,721.00	Total FTE: 1.29
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Direct Employee Fringe Cost

Payroll Taxes	10%	\$6,972
Benefits	22%	\$15,339
Total Fringe Cost		\$22,311

Total Personnel Cost \$92,032

Direct Materials & Services Cost	Notes:	
Contract Services	\$ 2,346.00	Portion of Clackamas Promenade Rent
Training & Development	\$ 1,500.00	Supports additional training for staff; National Compadres Network Curriculum training.
Training & Development - allocated	\$ 381.00	Agency Wide Allocations
Meeting Expense	\$ 3,500.00	Supports expenses for 1:1 check-ins, skill-building sessions, and group outings
Program Transportation	\$ 500.00	Van rentals, Bus passes, Fuel for
Program Supplies	\$ 900.00	Expenses related to supplies for skill groups, parent groups.
Direct Services for Youth & Families	\$ 9,200.00	Client assistance expenses: food, clothing, etc.
Parking and Mileage	\$ 1,000.00	Mileage for staff compensated @.70 cents/mile
Repairs and Maintenance	\$ 194.00	Agency Wide Allocations
Equipment	\$ 500.00	Supports the replacement of staff laptops, cell phones, and other devices needed to conduct roles.
IT Services - allocated	\$ 568.00	Agency Wide Allocations
Telephone & Internet - staff cell phones	\$ 1,528.00	Staff Phone expenses and Agency Utility Reimbursement.
Telephone & Internet - allocated	\$ 264.00	Agency Wide Allocations
Event Expense	\$ 800.00	Family Seasonal Celebrations and Graduations.
Office Supplies - Direct	\$ 600.00	Ink, paper, and related office expenses
Office Supplies - allocated	\$ 232.00	Agency Wide Allocations
Printing & Copying - program specific	\$ 400.00	Brochure printing, flyer printing
Printing & Copying - allocated	\$ 213.00	Agency Wide Allocations
Evaluation Department Expenses	\$ 213.00	

Total Materials & Service \$24,838

Total Direct Expenses \$116,870

Indirect Expenses (15%) 15.00%

Administrative Expense \$17,530

Total \$134,400