



## REQUEST FOR PROPOSALS

**RFP No: 4000003199**

**RFP Title: SUN SERVICE SYSTEM**

**Issue Date:** November 6, 2015

**Proposals Due:** *December 21, 2015*  
**Not Later Than 4:00 PM**  
**LATE PROPOSALS SHALL NOT BE**  
**CONSIDERED**

**Refer Questions to:**

Kelly Wilhelm, Senior PA  
Phone: (503) 988-3426  
Email: *Kelly.wilhelm@multco.us*

**Submit Proposals to:**

Multnomah County Purchasing  
501 SE Hawthorne Blvd, Suite 125  
Portland, OR 97214

**Pre-Proposal Conference:**

**Two optional Pre-proposal conferences for this Solicitation are scheduled:**

Monday, November 16, 2015 1:30-3:00pm in Room 126  
-and-

Thursday, December 3, 2015 1:30-3:00pm in Room 315

Both located at 501 SE Hawthorne Blvd, Portland OR 97214

**Attendance is optional but strongly encouraged.**

This RFP is issued under the provisions of the Oregon Revised Statutes Chapters 279A, 279B, and Multnomah County PUR-1 public contracting rules. All proposers are charged with presumptive knowledge of the cited authorities. Submission of a valid proposal by any proposer shall constitute admission of such knowledge on the part of such proposer.

**OFFERORS ARE STRONGLY ENCOURAGED TO CAREFULLY READ THE ENTIRE SOLICITATION.**

**Electronic copies of this RFP and attachments, if any, can be obtained from the Multnomah County Purchasing Website at: <http://www.multcopurch.org>.**

**All Proposal documents shall be submitted in hard copy. Electronic or facsimile submissions shall be rejected.**

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## PART 1 – PROCEDURAL INFORMATION

### 1.0 RFP ORGANIZATION

This RFP is organized into five parts:

**Part 1, Procedural Information:** Provides an overview of the procurement process and conditions.

**Part 2, Service Description, Funding, and Contracting Information:** Provides a general description of the services to be performed; delineates responsibilities; defines deliverables (as applicable), funding and contracting terms.

**Part 3, Proposal Questions and Evaluation Criteria:** Describes questions to be answered and how proposals will be evaluated by the County.

**Part 4, Proposal Submission Instructions:** Describes the required format, instructions for submitting proposals, and minimum requirements.

**Part 5, Attachments and Electronic References:** Provides additional information and forms necessary to complete the proposal submission.

### 1.1 PROCUREMENT TIMETABLE

<i>Activity</i>	<i>Section</i>	<i>Scheduled Date/Time</i>
<i>Date Issued</i>	<i>Cover page</i>	<i>November 6, 2015</i>
<i>Optional Pre-proposal conference #1</i>	<i>1.2</i>	<i>November 16, 2015</i>
<i>Optional Pre-proposal conference #2</i>	<i>1.2</i>	<i>December 3, 2015</i>
<i>Questions or protests of specifications due to Purchasing in writing</i>	<i>1.3.1</i>	<i>December 7, 2015</i>
<i>Purchasing response to written questions</i>	<i>1.3.1</i>	<i>December 14, 2015</i>
<i>Proposal submittal deadline</i>	<i>Cover page</i>	<i>December 21, 2015</i>
<i>Proposal evaluation period</i>	<i>3.0</i>	<i>December 22-February 16, 2016</i>
<i>Provider selection</i>	<i>2.12</i>	<i>By February 20, 2016</i>
<i>Contract start date</i>	<i>2.13</i>	<i>July 1, 2016</i>

**Multnomah County reserves the right to deviate from this schedule.**

### 1.2 PRE-PROPOSAL CONFERENCE

Two optional pre-proposal conferences will be held on November 16, 2015 at 1:30pm in Room 126 and December 3, 2015 at 1:30pm in Room 315, both in the Multnomah Building at 501 SE Hawthorne Blvd, Portland OR. These meetings are designed to clarify the information that is contained in this solicitation and provide an opportunity for questions and answers. Both meetings will cover the same information. Two conferences are being held to provide alternate scheduling for proposers' convenience.

Attendance at one of the pre-proposal conferences is strongly recommended.

### 1.3 PROTESTS

#### 1.3.1 Protest of Specifications

Any Proposer requiring clarification of the provisions of this RFP must submit specific questions in writing to the County Procurement Analyst listed on the cover page of this RFP. Any Proposer protesting any provision in this RFP must submit protest(s) in writing to the County's assigned Procurement Analyst listed on the cover page of this RFP. Any protest must address the requirement, provision or feature of this RFP or its attachments, including but not limited to the contract, that the potential Proposer believes is ambiguous, unclear, unfair, contrary to law or likely to limit competition. The deadline for submitting questions or protests

is 4:00 P.M. on the date listed in the timeline. The purpose of this deadline is to allow the County time to correct any term or condition in this RFP and/or contract that may be unlawful, improvident, unduly restrictive of competition, or otherwise inappropriate. By allowing corrections before opening Proposals, the County intends to avoid or minimize much of the waste inherent in protests and in the possible rejection of all Proposals. Failure of a Proposer to protest in accordance with this section shall be deemed acceptance of the terms of this RFP and contract, and a waiver of Proposer's rights to later contend that either the RFP or contract is ambiguous, unclear, unfair, contrary to law or likely to limit competition.

If Multnomah County determines that additional information or clarification is necessary, such information or clarification will be supplied in addenda that will be sent by e-mail or mail to all persons or firms that have received the notification of solicitation from Purchasing, registered on the Purchasing website for this solicitation, or who signed-in at the pre-proposal conference (if held). Available addenda may also be downloaded from the Purchasing website [www.multcopurch.org](http://www.multcopurch.org). All such addenda shall have the same binding effect as though contained in the main body of the Request for Proposals. Oral instructions or oral information concerning the specifications from County managers, employees or agents to prospective Proposers shall not bind Multnomah County. Purchasing shall issue all Addenda not less than five (5) calendar days prior to the proposal deadline.

After closing, Multnomah County reserves the right to issue Addenda to all Proposers who submitted proposals, or to those Proposers determined to be in the Competitive Range, if applicable, in order to communicate program requirements and arrangements and other information as determined necessary by the County.

### 1.3.2 Protests of Intent to Award

The following procedure applies to Proposers who wish to protest a disqualification of proposal or award of contract:

1. All protests must be in writing and physically received by the Purchasing Manager no later than 4:00 P.M. on the fifth (5th) working day after the postmarked notice of intent to award or disqualification.

Address protests to:

PROTEST OF AWARD OR DISQUALIFICATION TO RFP NO. 4000003199

ATTN: Purchasing Manager  
Multnomah County Purchasing  
501 SE Hawthorne Blvd Suite 125  
Portland OR 97214

2. Proposers may protest only deviations from laws, rules, regulations, or procedures. Protests must specify the grounds for the protest including the specific citation of law, rule, regulation, or procedure upon which the protest is based. The judgment used in scoring by individual evaluators is not grounds for protest. **Disagreement with the judgment of evaluators may not be protested.**

Protests not filed within the time specified in paragraph 1, above, or which fail to cite the specific law, rule, regulation, or procedure upon which the protest is based shall be dismissed.

3. A successful protest relating to a specific service area, or a specific type of service, will result in a re-issue of the particular service area or service type at issue. A specific protest, as described, shall not result in the re-issue of the RFP in its entirety.

## 1.4 REALISTIC PROPOSALS

It is the expectation of the County that proposers can fully satisfy the obligations of the proposal in the manner and timeframe defined within the proposal. Proposals must be realistic and must represent the best estimate of time, materials and other costs including the impact of inflation and any economic or other factors that are reasonably predictable.

Multnomah County shall bear no responsibility or increased obligation for a Proposer's failure to accurately estimate the costs or resources required to meet the obligations defined in the proposal.

### **1.5 CLARIFICATION OF RESPONSES**

Multnomah County reserves the right to request clarification of any item in a Proposer's proposal or to request additional information prior to evaluation necessary to properly evaluate a particular proposal. All requests for clarification and responses shall be in writing and issued through the assigned Procurement Analyst from Purchasing. Except for requests and responses related to a clarification necessary to evaluate whether a proposal has met minimum requirements, all requests for clarification and responses shall be provided to each evaluator.

### **1.6 REJECTION OF PROPOSALS**

Multnomah County reserves all rights regarding this solicitation, including but not limited to the right to:

1. Cancel this solicitation at any time and not award a contract;
2. Award a contract in part;
3. Reject any and all proposals in whole or in part; and
4. To waive technical defects, minor irregularities and omissions if, in its judgment, the best interests of the County will be served.

### **1.7 COST OF PREPARATION OF RESPONSE**

Costs incurred by any Proposer in preparation of a response to this Request for Proposal shall be the responsibility of the Proposer.

### **1.8 CONFIDENTIALITY**

Multnomah County is required to disclose non-exempt public documents pursuant to ORS 192.410-192.505. ORS 192.502(4) exempts the County from disclosing information submitted in response to a solicitation where the information is such that it "should reasonably be considered confidential."

A Proposer who determines that information within a proposal meets the statutory requirement and desires that such information remain confidential shall mark the bottom of the pages containing such information with the word "CONFIDENTIAL."

If a Proposer marks every page of a proposal as "CONFIDENTIAL", the statutory requirement is not met; any proposal so marked will not be deemed to have been submitted in confidence and upon request, the entire proposal will be disclosed.

The County will keep properly marked information confidential unless ordered to release the information and materials by the District Attorney pursuant to ORS 192.460.

After award, the contract executed by the County and the successful Proposer will be a public document subject to disclosure. No part of the contract can be designated as confidential.

### **1.9 REFERENCES**

The County reserves the right to investigate references including customers other than those listed in the Proposer's submission. Investigation may include past performance of any Proposer with respect to its successful performance of similar projects, compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, and its lawful payment to employees and workers or any other criteria as determined by Multnomah County.

### **1.10 PUBLICITY**

Any publicity giving reference to this project, whether in the form of press releases, brochures, photographic coverage, or verbal announcement, shall be done only after prior written approval of Multnomah County Purchasing and the Public Affairs Office.

### **1.11 CANCELLATION**

Multnomah County reserves the right to cancel this solicitation any time before execution of a resulting contract by both parties if cancellation is deemed to be in Multnomah County's best interest. In no event shall Multnomah County have any liability for the cancellation of this solicitation.

### **1.12 DISPUTES**

In case of any doubt or differences of opinions regarding the items or service to be furnished hereunder, or the interpretation of the provisions of the RFP, the decision of Multnomah County shall be final and binding upon all parties.

### **1.13 COLLUSION**

A Proposer, submitting a proposal hereby certifies that no officer, agent, or employee of Multnomah County has a financial interest in this proposal; that the proposal is made in good faith without fraud, collusion, or connection of any kind with any other Proposer and that the Proposer is competing solely on its own behalf without connection or obligation to any undisclosed person or firm.

### **1.14 CERTIFICATION REGARDING CONFLICT OF INTEREST**

Proposers are required to certify in the Proposer Representations and Certifications (**Solicitation Attachments 2, 3 & 4**) whether the Proposer is or is not aware of any potential organizational conflict of interest (COI). If the Proposer is aware of a conflict, then Proposer is required to provide a disclosure statement in its proposal describing all relevant information concerning any past, present, or planned interests bearing on whether it (including its chief executives and any directors, or any proposed consultant or subcontractors) may have a potential organizational conflict of interest. Proposers responding to this solicitation are required to disclose any such business or financial relationships. The disclosure statement must identify and address any actual or potential organizational COI within the Proposer's entire organization, including parent company, sister companies, affiliates, and subsidiaries. In addition to identifying potential organizational COI, the disclosure statement shall describe how any such conflict can be avoided, neutralized, or mitigated. Also, all contractors shall disclose any actual or potential COI. The County Attorney will determine a proposer's eligibility for award based on the information provided in the disclosure statement.

### **1.15 LOCAL PURCHASING PREFERENCE**

Multnomah County desires to employ local businesses in the purchase or lease of any personal property, public improvements or services to support the local economy in the State of Oregon so that residents benefit from local employment opportunities that are generated. Therefore, Multnomah County shall prefer goods or services that have been manufactured or produced by an Oregon business if price, fitness, availability, and quality are otherwise identical.

### **1.16 SUSTAINABLE PURCHASING**

In 2010, Multnomah County initiated a new Sustainable Purchasing and Social Equity Policy that demonstrates support for our sustainability goals by integrating environmental stewardship and social equity, as well as fiscal responsibility, into the procurement process. The County seeks to partner with suppliers who demonstrate a commitment to these considerations. Examples of such practices include but are not limited to: resource conservation, waste reduction, minimized paper use, and use of alternative transportation methods among other sustainable best practices.

The County recognizes that suppliers can take multiple paths, ranging from simple to complex, to help support these goals. The list below is meant to guide Proposers as they describe their sustainable practices within their RFP responses.

1. Comprehensive energy conservation measures;
2. Renewable energy use;
3. Water conservation measures;
4. Waste management and reduction plans;
5. Alternative fuels and transportation plans;

6. Sustainable purchasing;
7. Supplier diversity;
8. Fair trade and labor policies; and
9. Community engagement and support for underserved populations.

#### **1.17 EEO CERTIFICATION REQUIREMENT**

Contracts in excess of \$75,000 which originate from this RFP are subject to the County's Equal Employment Opportunity (EEO) requirements, as outlined in PCRB 60-0040 and the sample Multnomah County contract (**Solicitation Attachment 5**) attached to this RFP

#### **1.18 INVOICES**

All invoices shall be prepared on contractor's letterhead or standard invoice form and shall include:

1. Contractor's name and address and a phone number for questions about the invoice;
2. Contractor's invoice number;
3. Invoice date;
4. Multnomah County contract number; and,
5. Any additional information required in Exhibit 1 of the finalized contract.

#### **1.19 PAYMENT**

Services will be contracted and paid on a cost reimbursement basis unless otherwise specified. Department of County Human Services' required billing processes must be followed for contractors to receive payment as outlined in the Multnomah County Contractor's Fiscal Policies and Procedures Manual: <https://multco.us/finance/fiscal-compliance> and the Department of County Human Services Contract

It is the County's Policy to make recurrent contract payments to contractors via electronic payment. The contractor(s) selected under this solicitation will accept electronic payment from the County and comply with County's procedure for electronic payment.

County shall pay the invoice within 30 calendar days unless otherwise provided in Exhibit 1 of the finalized contract.

#### **1.20 PRE-AWARD RISK ASSESSMENT**

Successful proposers whose contract award includes federal funding (as identified by a Catalog of Federal Domestic Assistance number) will be subject to a Pre-Award Risk Assessment (which includes an evaluation of financial stability, quality of financial /management systems, experience with federal funds, reports and findings from audits) completed by Multnomah County (if one has not been submitted in the last year) prior to the issuance of a contract. Contractors who fail to submit the required documents will not be eligible for a contract from the County.



## 2.0 PURPOSE AND OVERVIEW

The Multnomah County Department of Human Services (DCHS) is seeking Proposers from whom it may purchase component services of the SUN Service System (System). The System is a unique city-county-school-nonprofit partnership designed to align and integrate key social and support services for children, youth and their families towards two long-term outcomes: increased academic success for all youth and an overall reduction in poverty in our community.

Core services of the System are designed to span a continuum of social and support services. All services are culturally responsive and developmentally appropriate, promote resiliency, self-sufficiency, and hope. All service activities across the system are intended to be integrated and coordinated in order to maximize resources, minimize duplication and enhance overall effectiveness.

Some services are delivered regionally and some countywide. There are two key distinctions in primary service locations: school-based services and school-linked services.

**School-based services** are those services housed and primarily delivered at a school site. The primary recipients of the services are the students enrolled in the school and the community immediately adjacent to the school. SUN Community Schools are school-based services.

**School-linked services** are those services housed at sites other than schools. These services are delivered at various community sites, which may include schools. School-linked programs include:

- Multnomah Stability Initiative and Energy Bill Payment Assistance
- SUN Youth Advocacy Program
- SUN Parent-Child Development Services
- SUN Youth Substance Abuse Prevention Services
- Sexual and Gender Minority Youth Services

The SUN Service System Delivery Model (Model) released November 6, 2015, describes the intent, partnerships and service components of the System (**Solicitation Attachment 1**). The Model includes the goals of the System, System oversight and the manner in which services are woven together into an integrated service delivery system. In addition to the broad overview, this model provides detailed descriptions of the System's core services that will be contracted for by Multnomah County in partnership with the City of Portland, the Portland Children's Levy, school districts, and other partners.

For the purposes of this solicitation, the Model is incorporated by reference and is to be considered as the specifications for services and contractor expectations. If there is a conflict between this Solicitation and the Model (**Solicitation Attachment 1**), the Model shall prevail.

For the purposes of this Request for Proposals (RFP), SUN Service System Services are divided up into the following proposal categories:

### **I. Regional Services**

One (1) Contractor will be selected for each of the five (5) geographic regions to provide these school-based and school-linked services:

- SUN Community Schools,
- SUN Youth Advocacy Program,
- SUN Parent-Child Development Services, and
- Multnomah Stability Initiative and Energy Bill Payment Assistance

The five (5) regions are:

Region	High School Catchment Areas
1	Cleveland, Franklin, Lincoln, Riverdale, Wilson
2	Grant, Jefferson, Madison, Roosevelt
3	David Douglas, Parkrose
4	Reynolds
5	Barlow, Centennial, Corbett, Gresham

**A single Provider may be awarded more than one (1) region but may not be awarded more than two (2) regions.**

**A single Provider may not be awarded two (2) regions AND simultaneously be a subcontractor in another region (See 2.12 – Contract Award).**

## **II. Culturally Specific Services**

One (1) or more Contractor/s will be selected to provide Culturally Specific school-based and school-linked services for each of the six (6) culturally specific populations in each of the following service areas:

- SUN Community Schools,
- SUN Youth Advocacy Program,
- SUN Parent-Child Development Services, and
- Multnomah Stability Initiative and Energy Bill Payment Utility Assistance

The six (6) culturally specific populations are:

1. African American
2. African Immigrant
3. Asian/Pacific Islander
4. Latino
5. Native American
6. Slavic

A single provider may be awarded more than one (1) Culturally Specific Population service area.

## **III. Countywide Services**

- a. *SUN Youth Substance Abuse Prevention Services*: One (1) Contractor will be selected to provide youth substance abuse prevention services across the county.
- b. *Sexual and Gender Minority Youth (SGMY) Services*: One (1) Contractor will be selected to provide SGMY services across the county.

**Overall, no single Contractor may be awarded more than 40% of the total SUN Service System resources.** This restriction is based on the guidance provided by the Board of County Commissioner's Resolution 08-112 adopted on July 31, 2008.

### **2.1 INTRODUCTION AND PROGRAM HISTORY**

The SUN Service System began its development on May 31, 2001 when the Multnomah County Board of County Commissioners passed a resolution appointing a task force to develop recommendations for services to children and their families in schools. That system was subsequently named the SUN Service System. As a result of the experience gained through implementing the System, the new SUN Service System Model was released November 6, 2015. The new Model puts forth important changes to the System's structure, service delivery approaches and allocation of resources. These changes to the system reflect a deepened commitment to equity and improving academic and social outcomes for students and families of color in our community and recognize that in order to provide more equitable opportunities for

individual and community success, the System and the System's partners, including Multnomah County, must consider different approaches to eliminate structural barriers, which institutionalize discrimination and create roadblocks to success, resulting in disparate outcomes for people of color.

## **2.2 GOALS, VALUES AND OTHER IMPORTANT CONSIDERATIONS**

### **2.2.1 SUN Service System Guiding Principles**

#### ***The vision and mission of the SUN Service System:***

*Vision:* A community that effectively engages and supports all children and families so they are healthy, educated and prosperous.

*Mission:* Collaborate to create an efficient system of supports that provides equitable opportunities for every child and family to thrive.

***Theory of Change:*** The services and the SUN Service System are aligned with the Theory of Change, which was developed to guide the System's approach and investments, and is a critical mechanism for reaching these long-term community outcomes. The Theory of Change document outlines our commitment to equity with a focus on racial justice and can be found at <https://multco.us/file/46379/download>. The Theory of Change states that:

*We will improve the wellbeing of our entire community by collaborating and integrating strategies and services that have been shown to improve educational and economic outcomes for people of color and those living in poverty.*

***Partnerships:*** The success of the System rests on establishing, nurturing and maintaining relationships between all the provider entities and key system partners. Building and sustaining the relationships and troubleshooting issues within a system of care is the responsibility of all involved in the System.

The expectation is that contractors will adhere to best practice around collaboration and relationship building that includes the elements of a common vision and an established communication system. DCHS supports the idea that there are developmental stages in relationships as they head toward true collaboration.

### **2.2.2 System Wide Approaches**

Three system wide approaches are expected to be utilized by all SUN Service System contractors in the implementation of all services or strategies and are outlined in this section.

**Assertive Engagement:** Assertive Engagement is an approach to helping relationships based on research into human behavior and particularly what promotes positive behavior change. Assertive Engagement principles will guide system design as well as all service offered to parents, families, teens and youth who engage in services through the System. **(Solicitation Attachment 1, Model, page 11)**

**Culturally Responsive Services:** All services Multnomah County provides should be culturally responsive, and organizations competing for county contracts should demonstrate their capacity through the RFP process. Culturally responsive services are those that are respectful of, and relevant to, the beliefs, practices, culture and linguistic needs of diverse consumer / client populations and communities whose members identify as having particular cultural or linguistic affiliations by virtue of their place of birth, ancestry or ethnic origin, religion, preferred language or language spoken at home. Cultural responsiveness describes the capacity to respond to the issues of diverse communities. It thus requires knowledge and capacity at different levels of intervention: systemic, organizational, professional, and individual. At the contractor level, it is expected that all SUN Service System contractor agencies will engage in organizational assessment around their organization's progress to become fully culturally responsive, develop plans for deepening capacity and responsiveness, and take action during the course of the SUN contract period to execute those plans. The SUN Service System Division will offer capacity-building opportunities to support

the System, all of its contractors and its partners to become fully culturally responsive. This will be further developed, in partnership with all of the System's contractors, in fiscal year 2016-2017.

**Trauma and Healing Informed Practice:** Trauma and Healing-Informed Practice recognizes the signs of trauma and incorporates strategies to create safe environments and relationships, and to nurture resiliency and hope. Trauma-Informed Practice is based on research on adverse childhood experiences (ACEs), which shows that as traumatic experiences increase in a person's life, the risk for negative short- and long-term outcomes increases proportionally. The additive effect of multiple ACEs can hamper executive function, physical health and learning ability in both adults and youth. Moreover, marginalized communities are at higher risk for exposure to ACEs due to a number of factors, including the experiential reality of institutional racism, historical oppression and poverty. Trauma and Healing-Informed Practice includes: (1) the ability to recognize signs and impacts of trauma in SUN participants; (2) the capacity to respond to trauma through intentional policies, practices and procedures that heal, build relationships and build resistance to retraumatization; (3) engaging in proactive program design that anticipates some of the potential needs of program participants who have experienced trauma; (4) and support staff who may have experienced trauma themselves and/or who are supporting program participants who have experienced trauma.

### **2.2.3 Culturally Specific Services**

The System is using a new definition of Culturally Specific services developed through a collaborative Countywide work group, led by the Multnomah County Chief Operating Officer and the Director of the Office of Diversity and Equity. This definition realizes the county stated belief that: **culturally specific services eliminate structural barriers and provide a sense of safety and belonging which will lead to better outcomes.**

Culturally Specific services/programs are those that are informed by specific communities, where the majority of members/clients are reflective of that community, and use language, structures and settings familiar to the culture of the target population to create an environment of belonging and safety in which services are delivered. These services and programs reflect the following characteristics:

- Programs are designed and continually shaped by community input to exist without structural, cultural, and linguistic barriers encountered by the community in dominant culture services or organizations AND designed to include structural, cultural and linguistic elements specific to the community's culture which create an environment of accessibility, belonging and safety in which individuals can thrive.
- Organizational leaders, decision-makers and staff have the knowledge, skills, and abilities to work with the community, including but not limited to expertise in language, core cultural constructs and institutions; impact of structural racism, individual racism and intergenerational trauma on the community and individuals; formal and informal relationships with community leaders; expertise in the culture's explicit and implicit social mores. Organizational leaders and decision-makers are engaged in improving overall community well-being, and addressing root causes.

### ***Characteristics of Culturally Specific Organizations***

Organizations providing Culturally Specific Services demonstrate:

- Intimate knowledge of lived experience of the community, including but not limited to the impact of structural or individual racism or discrimination on the community; knowledge of specific disparities documented in the community and how that influences the structure of their program or service; ability to describe the community's cultural practices, health and safety beliefs/practices, positive cultural identity/pride/resilience, immigration dynamics, religious beliefs, etc., and how their services have been adapted to those cultural norms.
- Multiple formal and informal channels for meaningful community engagement, participation and feedback at all levels of the organization (from service complaints to community participation at the leadership and board level). Those channels are constructed within the cultural norms, practices,

and beliefs of the community, and affirm the positive cultural identity/pride/resilience of the community. Community participation can and does result in desired change.

- Commitment to a highly skilled and experienced workforce by employing robust recruitment, hiring and leadership development practices including but not limited to valuing and caring for community and/or lived experience; requirements for profession and personal references within the community; training standards professional development opportunities and performance monitoring.
- Commitment to safety and belonging through advocacy; design of services from the norms and worldviews of the community; reflect cultural constructs of the culturally specific community; understand and incorporate shared history; create rich support networks; engage all aspects of community; and address power relationships.

### 2.3 PRIMARY POPULATION SERVED

Services in the System are primarily for children birth through 18 and their families. **(Solicitation Attachment 1, Model, pages 4 and 5)**. Within this broad service population, and in alignment with the Theory of Change, services are specifically focused on (or targeted to) the following populations:

- **Students experiencing academic failure and disconnection from school.**
- **Historically underserved children, youth and families:** communities that have experienced structurally and individually-based racism and classism, leading to disparate social, educational and economic outcomes.
- **Families experiencing poverty:** Households whose income is at or below 125% of the Federal Poverty Level (FPL), and who are able to participate in activities designed to increase their actual income or earning potential. Households with school-age children, seniors and persons with disabilities, and households from communities that are disproportionately represented in poverty will be prioritized. Those disproportionately represented in poverty include: African American, African Immigrant, Asian Pacific Islander, Latino, Native American and Slavic.
- **Culturally specific communities:** Services are designed to meet the specific needs of a particular culturally specific population, with recruitment and service delivery targeted to that population.

### 2.4 GEOGRAPHIC BORDERS/LIMITATIONS & SERVICE AREAS

SUN Service System serves all of Multnomah County. Regional boundaries have been adopted for the purposes of organization, contracting and service delivery; these are aligned with high school catchment areas. **(Solicitation Attachment 1, Model pages 7 and 8)**. Regional Service Providers are expected to be located in, or will be located in, by July 01, 2016, the Region in which they will be contracted to provide services. "Located in" refers to service delivery sites within the region.

Culturally Specific Service providers will be expected to deliver specific services countywide. The SUN Community School sites designated to be served by Culturally Specific Service providers are identified in **(Solicitation Attachment 1, Model, Table 6, starting on page 32)**.

### 2.5 FUNDING

Funding for the SUN System is comprised of a variety of local, state and federal sources.

#### 2.5.1 Funding Sources

<b>Funding Source: Local</b>
City of Portland Parks and Recreation
City of Portland Water Bureau
County General Fund

Portland Public School District
David Douglas School District
Gresham Barlow School District
Parkrose School District
Reynolds School District
<b>Funding Source: State of Oregon</b>
Youth and Community Grant, Youth Development Council
Great Start
Oregon Energy Assistance Program (OEAP)
<b>Funding Source: Federal</b>
Twenty-First Century Community Learning Centers (CFDA #84.287)
Title 1 Grant (CFDA #84.010)
Social Services Block Grant - Youth Investment (CFDA #93.667)
Community Services Block Grant (CFDA #93.569)
Low Income Home Energy Assistance (CFDA #93.568)
Promoting Safe and Stable Families – Family Support (CFDA #93.556)

The anticipated funding level for the described services at the time of the solicitation is approximately \$14,600,000 annually. Both the described services and funding should be used in designing programmatic solutions and in preparing program budgets for this solicitation process. The actual services performed under resulting contracts and the actual funding level is subject to negotiation and may be changed at any time during the course of this program, and such changes will be considered within the intended scope of the contract. The County will negotiate any service or funding changes with the Contractor.

The following funding charts have been provided:

- SUN School Funding with Layered Services (**Solicitation Attachment 7**)
- Annual Allocations Estimates for All Services (**Solicitation Attachment 8**).

### 2.5.2 Startup Funds

The Department may, at its discretion, provide start-up funding for one-time-only expenses necessary to begin or expand services outlined in this RFP. Any start-up funds would come out of the overall allocation for that particular service type. These expenses are distinct from routine operation expenses incurred in the course of providing ongoing services. To receive start-up funds, organizations must be a new lead provider to the System and submit to the Department prior to contracting, a line-item budget showing proposed expenditures of funds. Upon approval of the line-item budget the organization may receive start-up funds of up to 90 percent (90%) of the approved start-up amount. The start-up amount will be determined as up to 25 percent (25%) of the total service funding award depending on funding source regulations. If awarded start-up funds the organization shall submit an expenditure report that documents actual expenditures of all funds. The expenditure report must include copies of receipts supporting the expenditures. The remaining funds may be provided upon receipt and approval of final expenditure reports, with supporting receipts. The final expenditure report is due to the Department no later than 90 days after service are initiated.

### 2.5.3 Budget

Contractors will be required to submit annual budgets by service type for Department approval. Budgets must show as accurately as possible the anticipated costs of service delivery, based on individual agency salary structure, benefit plans, facility costs and materials and services.

Program budgets may not exceed the Department's standard supervisory ratio of 1:8, meaning the Department will pay for 1 FTE Program Supervisor (or equivalent) for each 8 FTE direct program staff reporting to that supervisor. This must be pro-rated accordingly.

## 2.5.4 Administrative Costs

The System has capped administrative costs at 15% of the program costs, not the total award amount for a specific service, or as prescribed by a specific funding source if it is less than 15%. The example below demonstrates how to calculate allowable administrative costs when the total award amount is \$10,000.

Award Categories	Formula	Calculated for award amount of \$10,000
Program Costs	Total award amount divided by 1 + administration rate	= \$10,000 / 1.15 = \$8,696
Administration @15% of program cost	Program amount x administration rate	= \$8,696 X .15 = \$1,304

For a total award amount of \$10,000 breakdown by categories using the required methodology would be as follows:

- Total Award Amount for Service: \$10,000
- Program Costs: \$8,696
- Administration @15%:\$1,304

## 2.6 MATCH REQUIREMENTS

Agencies participating in the System will be required to contribute match funds for services purchased through this System. A total of 15% match funding on the total award amount for each service type is required. Match amounts for these services may be in the form of cash or in-kind donations that relate directly to each of the purchased programs. "Relate directly" is described below.

In-kind match is the value of anything (property, equipment, staff, services or goods) contributed to a specific SUN Service System program area that would have been eligible costs for the given program, if the program were required to pay for such costs with the SUN Service System funds.

Cash match is actual cash contributed to a specific SUN Service System program area that is spent on eligible program area costs.

Examples of eligible match are:

In-Kind Match	Cash Match
<ul style="list-style-type: none"><li>▪ Donated supplies</li><li>▪ Rent, telephone, space</li><li>▪ Work performed by volunteers, valued at the rate the work would be paid by the project sponsor less fringe benefits or at minimum wage if no comparable position exists within the agency</li><li>▪ Donated professional services or programming</li></ul>	<ul style="list-style-type: none"><li>▪ Cash from fundraising or donations</li><li>▪ Grant sources that directly support the contracted services</li></ul>

The County will not pay more than its percentage of the project costs submitted in the proposal. Proposers must exercise extreme caution about including "soft" matches (resources that have not been confirmed or cannot be verified), since successful proposers will be held contractually to the amounts included in their approved budgets. Demonstration of match is not required as part of the budget forms that are to be submitted with the Proposal but will be required with budget submission prior to contract execution.

## **2.7 MINIMUM WAGE REQUIREMENT**

Multnomah County values the people who provide direct services to our clients and believes that they should be paid fair and living wages for the work they do. Currently there is no minimum wage requirement for Contractors over and above the State and Federal minimums. The County recently implemented a \$15 minimum wage for all County employees and strongly encourages our contractors to consider this minimum wage for their employees. The County reserves the right to negotiate and require a minimum wage for employees of both contractors and their subcontractors who receive awards in all program areas.

## **2.8 SCOPE OF SERVICES**

### **2.8.1 Core Services**

Core services of the SUN Service System are designed to span a continuum of social and support services. All services are culturally responsive and developmentally appropriate, promote resiliency and self-sufficiency, and emphasize a strength-based perspective. All service activities across the system are integrated and coordinated in order to maximize resources, minimize duplication and enhance overall effectiveness. The core services detailed in the Model are those that are currently contracted for by Multnomah County in partnership with the City of Portland, school districts, and other partners. System core services provided directly by Multnomah County or by other partners are not detailed here, but are integral to the success of the System.

DCHS expects that core services will be consistently available across the county, regardless of geographic area or specific Culturally Specific Population. It is understood that services and populations often overlap; identifying specific services for a particular population in no way means that only that population can access only those services. The Department promotes a “No Wrong Door” practice for service access. It is expected that individuals and families will be able to access an array of services, based on a comprehensive and holistic intake assessment, regardless of the presenting issue, or where they seek access.

### **2.8.2. Service Sites**

Services will be delivered at numerous sites across Multnomah County. Eighty-five (85) SUN Community Schools are in operation at the time of this System model (fiscal year 2015/2016). Sixty-seven (67) will be specifically procured through this RFP process.

A full list of the SUN Community School sites, the high school catchments and the provider type can be found in **(Solicitation Attachment 1, Model, Table 6, and page 32)**.

### **2.8.3. Administrative Models**

Organizations proposing to deliver services are allowed to select the best administrative model for providing the services to a particular region or community, using one (1) of two (2) administrative options, which are outlined in the Model **(Solicitation Attachment 1, page 9)** The proposer must have the ability to maintain minimum standards and quality assurances no matter which model is selected. The two (2) administrative model selections are:

- Sole provider;
- Lead Agency, with one (1) or more subcontractors.

## **2.8.4 SERVICE STANDARDS**

### **A. REGIONAL SERVICES**

Entities applying for funding to provide core services as one (1) of the five (5) Regional Service Providers.

To ensure that fundamental System services are provided consistently across the County, each of the five (5) Regional Service Providers must provide four (4) designated services. They include both school-based and school-linked services and are as follows:



- SUN Community Schools
- SUN Youth Advocacy Program
- SUN Parent-Child Development Services
- Multnomah Stability Initiative and Energy Bill Payment Assistance

The Regions are as follows:

Region Number and Associated High School Catchment Areas		
<p><b><u>Region 1</u></b></p> <ul style="list-style-type: none"> <li>• Cleveland High School</li> <li>• Franklin High School</li> <li>• Lincoln High School</li> <li>• Wilson High School</li> <li>• Riverdale High School</li> </ul>	<p><b><u>Region 2</u></b></p> <ul style="list-style-type: none"> <li>• Grant High School</li> <li>• Jefferson High School</li> <li>• Madison High School</li> <li>• Roosevelt High School</li> </ul>	<p><b><u>Region 3</u></b></p> <ul style="list-style-type: none"> <li>• David Douglas High School</li> <li>• Parkrose High School</li> </ul>
<p><b><u>Region 4</u></b></p> <ul style="list-style-type: none"> <li>• Reynolds High School</li> </ul>	<p><b><u>Region 5</u></b></p> <ul style="list-style-type: none"> <li>• Barlow High School</li> <li>• Centennial High School</li> <li>• Corbett High School</li> <li>• Gresham High School</li> </ul>	

Proposers for Regional Service Provider funds are expected to provide these four (4) services in a manner that is ***culturally responsive***; promotes resiliency, self-sufficiency, and hope. Services must also be founded on best practices.

Persons requesting services from a Regional Service Provider shall not be denied services because they do not reside within the Region's boundaries.

While a Regional Service Provider may be providing services at specific school sites as well as community location(s), they are expected to make all services available to the entire region, to the greatest extent possible. For children and families who reside in a school community that does not have a SUN Community School, access to these services must be made available to them via existing SUN Community School sites or through Regional Service Provider sites, to the extent they are available.

### Service Descriptions

This section will frequently refer Proposers to the Model as it provides the detailed descriptions and specifications for each contracted school-based and school-linked services.

This information is found under *School-Based Services and Strategies* (**Solicitation Attachment 1, Model, page 13**). Proposers should pay particular attention to these specifications and become familiar with the information in the tables. The descriptions in the Model provide the basis upon which service delivery must be proposed and are incorporated by reference in this RFP.

### School-Based Services

SUN Community Schools (SUN CS) are the primary method in which all entities including Regional Service Providers will provide school-based services. The services required to be delivered by the Regional Service Provider at each SUN CS are described in (**Solicitation Attachment 1, Model, page 13-39**). Proposers should read this information carefully to understand exactly what is required of them as a SUN CS provider.

SUN Community Schools are located in 85 schools, funded through a variety of sources. Regardless of funding source, all SUN Community Schools have a non-school-district lead contractor that acts as managing partner for the community schools effort. Lead contractors may be nonprofit agencies or City of

Portland Parks & Recreation staff. Multnomah County contracts for 67 SUN Community Schools through nonprofit organizations identified through a competitive public Request for Proposal process.

**(Solicitation Attachment 1, Model, Table 6, page 32)** shows the 85 SUN Community School sites and indicates the contractor type for each school, as well as denoting which community schools are procured and contracted through the county. Of the 85 SUN Community Schools, Regional Service Providers will deliver the full SUN Community School model at 32 sites. Culturally Specific service providers, the City of Portland, or another entity, will manage those SUN CS Sites not assigned to a Regional Service Provider.

### ***School-Linked Services***

Regional Service Providers are required to provide three (3) school-linked services. They are:

1. Multnomah Stability Initiative and Energy and Utility Assistance
2. SUN Youth Advocacy Program
3. SUN Parent-Child Development Services

Each of these service categories is detailed under *School Linked Services* and begins at **(Solicitation Attachment 1, Model, page 40)**. Proposers should read this information carefully to understand exactly what is required of them as a Regional School-Linked Service Provider.

School-linked services are most frequently located at sites other than schools; however, schools are not excluded from being a school-linked service site. Site selection should be made based on where the service can be delivered most effectively to the greatest number of eligible clients. Sites may include but are not limited to a Regional Service Provider location, its satellite centers, if any exist, client homes, community centers, schools and public facilities. DCHS will work with awarded Contractors for the siting of services. **(Solicitation Attachment 1, Model, page 40)**.

The remaining two (2) school-linked service categories, SUN Youth Substance Abuse Prevention Services, and Sexual and Gender Minority Youth Services will be provided under separate contracts on a countywide basis.

### **B. CULTURALLY SPECIFIC SERVICES**

Entities applying for funding to provide Culturally Specific Services for the following six (6) specific populations across Multnomah County:

- **African American**
- **African Immigrant**
- **Asian Pacific Islander**
- **Latino**
- **Native American**
- **Slavic**

Culturally Specific Services are integral to the entire System. Culturally Specific Services include both school-based and school-linked services and must be designed to span a continuum of social and support services for the designated populations across the county. Proposers are expected to provide Culturally Specific core services in a manner that is based on best practices and will promote resiliency, self-sufficiency and emphasizes a strength-based perspective. For detailed description of Culturally Specific Services see section 2.2.3 of this RFP and **(Solicitation Attachment 1, Model, page 5)**.

The Culturally Specific Service providers selected through this RFP are expected to provide school-linked services to the designated populations on a countywide basis, and school-based SUN CS programs at designated school sites. The services to be provided include:

- SUN Community Schools;
- SUN Youth Advocacy Program;
- SUN Parent-Child Development Services; and
- Multnomah Stability Initiative and Energy and Utility Assistance.

Proposers applying for Culturally Specific Services may apply for one (1) or more service categories; however, only one (1) provider will be selected for **each** service category for **each** Culturally Specific Population. The proposed delivery system must ensure the integration and coordination of core services across the county, and other providers, as appropriate, to maximize resources, minimize duplication, and enhance overall effectiveness.

### **Service Descriptions**

This section will frequently refer Proposers to the Model as it provides the detailed descriptions and specifications for school-based and school-linked services.

This information is found under *School-Based Services and Strategies* beginning on **(Solicitation Attachment 1, Model, Page 13)**. Proposers should pay particular attention to these specifications and become familiar with the information in the tables. The descriptions in the Model provide the basis upon which service delivery must be proposed and are incorporated by reference in this RFP.

### **School-Based Services**

SUN Community Schools (SUN CS) are the primary method in which all entities including Culturally Specific Service Providers will provide school-based services. SUN Community Schools (SUN CS) are described in **(Solicitation Attachment 1, Model, pages 13-39)**. Proposers should read this information carefully to understand exactly what is required of them as a SUN CS provider.

SUN Community Schools are located in 85 schools, funded through a variety of sources. Regardless of funding source, all SUN Community Schools have a non-school-district lead contractor that acts as managing partner for the community schools effort. Lead contractors may be nonprofit agencies or City of Portland Parks & Recreation staff. Multnomah County contracts for 67 SUN Community Schools through nonprofit organizations identified through a competitive public Request for Proposal process.

Table 6 shows the 85 SUN Community School sites and indicates the contractor type for each school, as well as denoting which community schools are procured and contracted through the county. **(Solicitation Attachment 1, Model, Table 6, page 32)**.

The selected Culturally Specific Population Providers will provide SUN CS at 35 of the 85 SUN Community School sites. **(Solicitation Attachment 1, Model, Table 6, page 32)**.

While services through a SUN CS are designed to serve the entire school community, it is recognized that some of the services delivered through sites contracted to Culturally Specific Populations will be culturally focused, but not exclusively so.

Regional Service Providers, the City of Portland, or another entity, will manage those SUN CS Sites not assigned to a Culturally Specific Services Provider.

### **School-Linked Services**

Culturally Specific Service Providers are required to provide three (3) school-linked services. They are:

1. Multnomah Stability Initiative and Energy and Utility Assistance
2. SUN Youth Advocacy Program
3. SUN Parent-Child Development Services

Each of these service categories is detailed under *School Linked Services* **(Solicitation Attachment 1, Model, beginning on page 40)**. Proposers should read this information carefully to understand exactly what is required of them as a Culturally Specific School-Linked Service Provider.

School-linked services are most frequently located at sites other than schools; however, schools are not excluded from being a school-linked service site. Site selection should be made based on where the service can be delivered most effectively to the greatest number of eligible clients. Sites may include but are not limited to a Regional Service Provider location, its satellite centers, if any exist, client homes, community

centers, schools and public facilities. DCHS will work with awarded Contractors for the siting of services (**Solicitation Attachment 1, Model, page 40**).

The remaining two (2) school-linked service categories, SUN Youth Substance Abuse Prevention Services, and Sexual and Gender Minority Youth Services will be provided under separate contracts on a countywide basis.

### **C. COUNTYWIDE SERVICES**

#### **(1) SUN YOUTH SUBSTANCE ABUSE PREVENTION**

Entities applying for funding to provide SUN Youth Substance Abuse Prevention Services countywide.

SUN Youth Substance Abuse Prevention Services will be provided by an organization that specializes in these services. The goal of this community-based service is the reduction of the incidence of alcohol and drug use among youth ages 10 - 14 in Multnomah County through the incorporation of SUN Youth Substance Abuse Prevention Services into a comprehensive, integrated approach to providing positive experiences and opportunities for youth and their families.

Contractors will serve all eligible youth. Services may not be denied to any youth and family on the basis of income or ability to pay.

#### **Service Descriptions**

Descriptions of these services are found in (**Solicitation Attachment 1, Model, pages 56-59**). Proposers should pay particular attention to these specifications and become familiar with the information in the tables. The descriptions in the Model provide the basis upon which service delivery must be proposed and are incorporated by reference in this RFP.

#### ***Core Services - Family-Focused Prevention Sessions: Strengthening Families Program 10-14 (SFP)***

Family-focused prevention services will be provided in SUN Community Schools to youth ages 10-14 and their parents, guardians or caregivers using the Strengthening Families Program for Parents and Youth 10-14 Program Model (SFP). SFP is a video-based intervention designed to prevent or reduce adolescent substance use and other risky behaviors in youth 10-14 years old. Sessions are highly interactive and include role playing, discussions, learning games and family projects designed to improve parenting skills, build life skills in youth and strengthen family bonds. The program is delivered through parent, youth and family sessions using narrated videos that portray typical youth and parent situations. The basic program is usually delivered over seven weeks of evening sessions. More information on Strengthening Families can be found at <http://www.strengtheningfamiliesprogram.org> and <http://www.extension.iastate.edu/sfp10-14/>. All families who have taken the SFP course are encouraged to attend booster sessions after they have finished the regular series.

#### **Service Sites**

The expectation is for Youth Substance Abuse Prevention services to be available on a countywide basis. The contractor will conduct priority outreach to SUN Community School middle schools and alternative schools located in Multnomah County. Locations of Strengthening Families will be negotiated with county staff and finalized by the 30th of September each school year.

#### **(2) SEXUAL AND GENDER MINORITY YOUTH SERVICES AND TECHNICAL ASSISTANCE**

Proposers applying for funds for Sexual and Gender Minority Youth (SGMY) Services and Technical Assistance countywide.

SGMY Services and Technical Assistance are designed to address developmental, emotional, mental health and safety needs of gay, lesbian, bisexual, transgender and questioning youth.

The primary target population for SGMY services is youth age 12-17 who are experiencing academic failure and disconnection from school, and who identify as gay, lesbian, bisexual, transgender, queer or questioning.

### **Service Descriptions**

Descriptions of these services are found in **(Solicitation Attachment 1, Model, pages 58-60)**. Proposers should pay particular attention to these specifications and become familiar with the information in the tables. The descriptions in the Model provide the basis upon which service delivery must be proposed and are incorporated by reference in this RFP.

SGMY services are divided into two components:

1. **Social and support services** to provide outreach and direct service support to sexual and gender minority youth, including providing a safe space for sexual and gender minority youth at the Sexual Minority Youth Resource Center.
2. **Technical assistance supports** to enhance the capacity of SUN Service System, school-based and school-linked service contractors to competently serve sexual minority youth.

### **Social and Support Services**

A total of 85% of the service contractor's time will be dedicated to the provision of social and support services for sexual and gender minority youth who are identified as at-risk, as indicated by poverty, academic failure, truancy, mental health needs, social marginalization, and alienation and isolation due to internalized oppression, racism, homophobia and transphobia. These services include, but are not limited to:

- **Support groups** to provide safe and supportive environments for positive socialization, peer support, leadership and discussion of an array of topics of interest and concern to sexual and gender minority youth.
- **Counseling and/or case management** focused on sexual minority youth (who may be referred by System staff, including mental health consultants and staff associated with school-based and school-linked entities) that emphasizes areas such as crisis intervention and suicide prevention.

### **Technical Assistance**

The remaining 15% of the service contractor's time will be dedicated to technical assistance supports that service contractors and schools need to build proficiency in service delivery for sexual and gender minority youth. Technical assistance supports include, but are not limited to:

- **Training** for group facilitators and school-based and school-linked staff, as well as all case managers and mental health consultants who provide case management and counseling to sexual and gender minority youth.
- **Consultation services** for case managers, mental health consultants, school-based health clinic staff and others associated with school-based entities to develop expertise in sexual and gender minority youth issues and culture.

### **2.8.5 Service Allocation**

Allocation methodologies are found under *System Resources*, **(Solicitation Attachment 1, Model, beginning on page 62)**. The County reserves the right to adjust funding levels and allocations, as it deems necessary.

### **2.8.6 Proposer Capability**

Proposers for any portion of this system must have an organizational mission and structure supporting the delivery of services they propose to offer. They must have the capability to:

- Start up project activities on or around July 1, 2016. Failure to do so may result in rescinding the award.
- Have a clear understanding of the broad goals and outcomes of the System and of the services desired and have demonstrated ability to deliver services and outcomes according to established measures.

- Have a general knowledge of community resources and community systems in Multnomah County and in the community they propose to serve, and have a specific knowledge of systems serving children, youth, and families with emphasis on the targeted populations.
- Demonstrate experience and/or transferable experience in providing these or similar services to the targeted populations.
- Identify cultural differences and how they may affect the methods and resources used in providing services.
- Provide services in a culturally responsive manner, and in the language of the particular population they propose to serve.
- Be able to initiate system and program changes that will promote school achievement, resiliency, and self-sufficiency and emphasize a strength-based perspective.
- Demonstrate ability to maintain data collection systems and submit accurate and timely data, reports and invoices.
- Manage the selected administrative model under which the services will be operated.

## 2.8.7 Pre-Contract Vendor Administrative Capacity Review

### A. Overview

Multnomah County Department of County Human Services has developed a qualification screening program to qualify organizations. This process determines whether organizations meet minimum standards in the following areas:

- Organizational Capacity
- Advisory/Oversight (Accountability) Functions
- Fiscal Structure and Stability

### B. Submission

Successful Proposers will be required to submit the Pre-Contract Vendor Administrative Capacity Information Packet (**Solicitation Attachment 6**) within ten (10) days of receiving a Notice of Intent to Award. Lead Contractor's will also need to submit a Pre-Contract Vendor Administrative Capacity Information Packet for any subcontractors.

The following entity types must submit qualifications\*:

- A. Sole Proprietors, Base Partnerships, Limited Partnerships, Professional Corporations, or Limited Liability Companies that have employees or contract workers engaged in the delivery of services,
- B. For-Profit Corporations (S and C Corporations),
- C. Non-Profit Corporations (both tax-exempt and not tax exempt), and
- D. Membership or Umbrella Organizations. (NOTE: Each individual member of this type of Proposer must also pass this application process and obtain Administrative Qualification).

\* Public Agencies are exempt from the qualification requirement include:

*Cost incurred by any provider in the preparation of the application is the responsibility of the organization and will not be reimbursed by the County.*

Subsequent reviews of the Pre-Contract Vendor Administration Information Packet may be conducted as needed and as conditions warrant. The purpose of a subsequent administrative review is to determine the continuing soundness of the organization. Organizations may be asked to update required submissions throughout the award cycle. This process may coincide with a Department monitoring review of specific contract requirements including monitoring for compliance with regulatory conditions contained in the contract.

## **2.9 FISCAL REQUIREMENTS AND REPORTING**

County fiscal compliance reviews will be conducted to ensure that financial records, systems, and procedures conform to Generally Accepted Accounting Principles and are in compliance with all County and State audit and accounting requirements.

Contractor will fully cooperate with County's contract monitoring and program evaluation activities. This includes making available all data/information the County deems necessary for those processes.

## **2.10 PERFORMANCE MEASURES AND EVALUATION**

### **2.10.1 Performance Measures**

<b>Annual Outputs and Outcomes</b>	<b>Model Page #</b>
SUN Community Schools - Table 5	29
Multnomah Stability Initiative - Table 8	44
SUN Youth Advocacy Program - Table 9	49
SUN Parent-Child Development - Table 10	55
SUN Youth Substance Abuse Prevention - Table 11	57
Sexual and Gender Minority Youth – Table 12	59

### **2.10.2 Evaluation**

Evaluation enables the SUN Service System to describe, monitor and make data informed recommendations regarding contract services and program. System evaluation is described in **(Solicitation Attachment 1, Model, pages 60-61)**.

## **2.11 CONTRACT NEGOTIATION**

Contract Negotiations will be directed towards obtaining a written agreement between Multnomah County and each Contractor that is fair and reasonable to the County, and consistent with the County's stated requirements and the Proposer's proposal. Multnomah County may, at its option, choose to negotiate general contract terms and conditions, proposed pricing, implementation schedules, and other items at the County's discretion.

The County will initiate contract negotiations with the Proposers in each area of service with the highest scoring proposal. However, if negotiations fail to result in a contract within a reasonable amount of time, or if the Proposer is not negotiating in good faith, as determined by the County, the County reserves the right to terminate the negotiations and initiate contract negotiations with the next highest scoring responsive and responsible Proposer. This process may continue until a contract agreement is reached.

## **2.12 CONTRACT AWARD**

Typically, awards will be made to the Proposers who meet all minimum requirements (Section 4.6) and have the highest scoring proposals based on written responses and oral interviews, as described in this solicitation. The County reserves the right to select a Proposer scoring fewer points than a higher scoring proposal where a geographic region or the needs in a particular service area may not be met by awarding to the highest scoring proposal. If an organization scoring fewer points is selected for award of a region for reasons other than the two (2) Region limitation, the Board of County Commissioners approval must be obtained.

This RFP is being offered during a time of continued budget fluctuation and uncertainty. The funding level of the programs will almost certainly vary from the amounts cited in this RFP prior to contract award on July 1, 2016 and thereafter, perhaps both during the year and from year to year. Adjustments may be downward or upward over this period. Funding at any level, supporting the basic program described in this procurement document, may be considered to have been within the original intent of the parties and shall be considered within scope of this procurement authority.

**Overall, no single Contractor may be awarded more than 40% of the total SUN Service System resources.** This restriction is based on the guidance provided by the Board of County Commissioner's Resolution 08-112 adopted on July 31, 2008.

#### **A. Regional Contracts**

One (1) Regional Service Provider contract will be awarded for each of the five (5) geographic regions to provide services for that specific region. A single Provider may be awarded more than one (1) region; however, a vendor is restricted to a **maximum** of two (2) Regional Service Provider contracts. A single Provider may not be awarded more two (2) Regional Service Provider contracts AND simultaneously be a subcontractor in another region.

If a Proposer wishes to offer proposals on more than one (1) region, they must provide a separate proposal for each region, and it must be a valid, stand alone proposal.

If a Proposer offers separate proposals on more than two (2) regions, and is the highest scorer in all of those regions, then DCHS will determine based on County needs and the availability of service providers in the individual regions, which two (2) regions will be awarded to the Provider. If the highest scoring Provider is not to be awarded a region due to the two (2) region limitation, then the Proposer with the next highest score, with less than two (2) awarded regions will be awarded that region.

#### **B. Culturally Specific Services**

One (1) Culturally Specific Services contract will be awarded for **each** of the following (4) service areas for **each** culturally specific population:

- SUN Community Schools
- SUN Youth Advocacy Program
- SUN Parent-Child Development Services
- Multnomah Stability Initiative and Energy Bill Payment Assistance

The six (6) culturally specific populations are:

1. African American
2. African Immigrant
3. Asian/Pacific Islander
4. Latino
5. Native American
6. Slavic

If a Proposer wishes to offer proposals for more than one (1) of the Culturally Specific service areas, they must provide a separate, stand-alone proposal for **each** service area.

If a Proposer wishes to submit proposals for more than one (1) Culturally Specific population, it must provide separate, stand alone proposals for **each** population. Proposals may not be contingent on receiving other awards within this Procurement. The County reserves the right to make multiple awards for a culturally specific population if it is determined to be in the best interest of the County.

#### **C. Countywide Services Contracts**

##### **(1). SUN Youth Substance Abuse Prevention Services**

One (1) contract will be awarded to provide countywide *SUN Youth Substance Abuse Prevention Services*, as defined in this RFP.

##### **(2) Sexual and Gender Minority Youth Services**

One (1) contract will be awarded to provide countywide *Sexual and Gender Minority Youth (SGMY) Services*, as defined in this RFP.



## D. Subcontracting

**(1) Regional Service Providers and All Countywide Services Providers.** The Proposer will include as part of their proposal a list of subcontractors (if any) and the services they will provide. The County will monitor the lead entity's performance and provide technical assistance. Subcontractors are to be held to the same standards and service delivery expectations the County applies to its lead agency contractors. It is the Lead Agency's responsibility to hold its subcontracted service providers to these standards.

### **(2). Culturally Specific Service Providers**

The County believes that Culturally Specific Services eliminate structural barriers and provide a sense of safety and belonging that will lead to better outcomes for people experiencing racism and discrimination the County and therefore requires that subcontractors for Culturally Specific services meet the same Culturally Specific Service qualifications as the Lead Agency.

In light of the important changes in the System's structure, service delivery approaches and allocation of resources, the County has determined that it is in the best interest of the System to set a **minimum qualification** for subcontracting Culturally Specific Services.

Proposers wishing to submit a response as a Lead Agency for Culturally Specific Services must identify their subcontractor/s in their proposal **(on the Proposal Response Packet Cover Page)** and must have the identified subcontractor/s complete **Part D. Culturally Specific Services Subcontractor Qualification**, which will be part of the Proposal response packet.

**IMPORTANT:** Lead Agency will not qualify if any of their Subcontractors fail to qualify with a score of 70% or above on **Part D. Culturally Specific Service Subcontractor Qualification.**

**Multnomah County strongly encourages the participation of Minority-Owned, Women-Owned, and Emerging Small Businesses and Organizations in providing these services**

### **2.13 CONTRACT TERM**

This RFP will result in contracts for a potential contract period of five (5) years beginning July 1, 2016 through June 30, 2021. Initial awards shall be for the period July 1, 2016 through June 30, 2017. The initial contracts may be renewed annually or for multiple years up to a total of five (5) years contingent upon contractor performance and available funding. DCHS reserves the right to withdraw this RFP at any time, re-issue a subsequent RFP, or terminate the resulting contracts, if any, at any time.

### **New Services and SUN Community Schools During the Contract Period**

As new SUN Community Schools are funded during the five (5) year contract period, a consistent process will be used to determine the contractor for each new SUN Community School site.

DCHS will work with the appropriate school district to select the provider using this process. The existing Regional Service Provider and all existing Culturally Specific SUN Community School Contractors will be invited to an interview to be considered for selection to operate a new site. Only these existing SUN Community School providers will have the option to engage in this process; it will not be open to new contractors.

Any expansion in services, or the available of funding for System related services during the contract period will be viewed as within the scope of this RFP and awarded to existing contractors as described above.

If deemed necessary, during year three (3) of the contract cycle, DCHS may issue a Request for Programmatic Qualifications to qualify a pool of potential new vendors, who may be invited to subsequent new SUN Community School site interviews. Existing contractors, awarded through this RFP 400003199, will not need to apply to be considered as they already will be considered qualified to operate SUN Community Schools.

## 2.14 SERVICE TRANSITION STRATEGY

The County is committed to maintaining uninterrupted service between potential new and existing providers; for all SUN System services. During the immediate post-award period, all SUN System providers, including new and existing providers, will be required to develop a transition plan that includes transition and capacity needs. DCHS anticipates that April through July 2016 will be the initial transition period. During this time there may be some overlap in funding. DCHS expects Contractors to have staff hired and trained to begin delivering services on July 1, 2016 to the greatest extent practicable. Transition activities will continue beyond July 1, 2016 as needed.

Any new System providers are expected to work cooperatively with the current providers to minimize the impact the transition will have on current SUN program participants. New System providers will take steps to assure that necessary copies of the original case files are transferred to them from the previous provider pursuant to federal/state regulations on confidentiality.

The County will review and approve all service transition plans. DCHS will support Contractors as much as reasonably possible to ensure a successful transition.

## 2.15 INSURANCE REQUIREMENTS

The Proposer/s awarded a Contract as a result of this RFP and the follow on allocation process will be required to provide the insurance described in the table below, which reflects the minimum insurance required of a Contractor to provide this service. Additional insurance coverage may be required depending on the key features of service delivery chosen by the Contractor. Final insurance requirements will be subject to negotiation between, and mutual agreement of, the parties prior to contract execution.

Proposers who will be providing school-based services must comply with all applicable School District rules and regulations, including insurance requirements. Both Multnomah County and the School District(s) must be named as **additionally insured**.

Minimum insurance requirements:

Type of Insurance	Amount	Per Occurrence	Aggregate
Professional Liability	\$2,000,000	\$1,000,000	\$2,000,000
Commercial General Liability	\$2,000,000	\$1,000,000	\$2,000,000
Commercial Auto Liability	\$1,000,000	\$1,000,000	\$2,000,000
Worker's Compensation	\$500,000	N/A	N/A
Sex Abuse/Molestation	\$2,000,000	\$1,000,000	\$2,000,000

### **3.0 PROPOSAL EVALUATION PROCESS**

This RFP allows for a two-step evaluation process. Evaluation of proposals received in response to the RFP will be conducted comprehensively, fairly and impartially. Structured quantitative scoring methods will be used to maximize the objectivity of the evaluation. The evaluation committee of designated reviewers shall review and evaluate proposals. The committee will be composed of individuals with experience in, knowledge of, and program responsibility for program service and financing.

The County may have a non-scoring advisory panel review the proposals, attend the interviews and provide feedback to the evaluation panel prior to the scoring of proposals.

### **3.1 WRITTEN EVALUATION PROCESS - STEP 1**

Each evaluator shall independently assign a draft score to each evaluation criterion based on review of the written proposals. Then the evaluators shall meet at a Proposal Evaluation Session and share their key findings from the proposals. After sharing their findings, each evaluator shall be given an independent opportunity to revise their draft scores and to finalize them. Final scoring by each evaluator will then be summed.

#### **3.1.1 WRITTEN SCORING PROCESS**

All Proposers must complete the questions in accordance with the instructions with the applicable packet. Proposers failing to achieve 70% of the total points will not be considered further for an award under this procurement.

Example: Proposer A submits a proposal and receives the following Section XX scores from the three evaluators:

*Evaluator A: 78 Points*

*Evaluator B: 81 Points*

*Evaluator C: 60 Points*

*Total Points: **219 Points***

*(Minimum necessary: 100 possible points x 3 evaluators = 300, x 70% = **210 Points**)*

As a result, Proposer A has met the minimum requirements to provide these services, since their total point score of 219 exceeds the minimum number of points required to qualify, 210.

If the total points earned had been less than 210 points, then Proposer A would not have been considered further for an award under this RFP.

#### **3.1.2 WRITTEN EVALUATION QUESTION INSTRUCTIONS**

Each Solicitation Attachment listed below represents a packet, which includes the relevant proposal questions, forms, references, and other information necessary for completing your Proposal response. Information and instructions specific to each proposal type are covered in the following Attachments:

### **3.2 QUESTION SECTION 3.2 - 3.2.12.b**

Packet "A" – Regional Services (**Solicitation Attachment 2**)

### **3.3 QUESTION SECTION 3.3 - 3.3.18**

Packet "B" – Culturally Specific Services (**Solicitation Attachment 3**)

### **3.4 QUESTION SECTION 3.4 - 3.10b**

Packet "C" – Countywide Services (**Solicitation Attachment 4**)

### **3.5 OPTIONAL ORAL EVALUATION PROCESS - STEP 2**

#### **Clarifications**

If it is determined to be in the best interest of the County, the County reserves the right to seek oral or written clarification on a Proposer's response.

1. Clarification requests may be different for each Proposer's response
2. Proposers shall only provide additional information to clarify their original response – This is not an opportunity for the Proposer to change their response to the original question.
3. Evaluators will review each Proposer's clarification response and scores may be adjusted when related to a clarification question. Adjusting scores will require written justification.

If Oral Interviews are determined to be in the best interest of the County, written evaluation scores will be used to determine who is invited to participate. Once in Orals, the written scores will be disregarded and final selection will be based solely on the points earned in the oral process.

The County reserves the right to have a non-scoring advisory panel review the proposals, attend the interviews and provide feedback to the evaluation panel prior to final scoring.

As determined by the County, the County reserves the right to conduct oral evaluations with Proposers in a specific service category, or any combination there-of. The County will determine the number to be advanced to orals in each service category, based on score.

If oral evaluations are determined to be required, the County will provide additional details, requirements and scoring breakdown to Proposers those invited and scheduled to attend oral interview. The County reserves the right to develop different oral evaluation processes, scoring and content as determined appropriate for each service category.

If Multnomah County does not elect to have an oral evaluation, the award will be made to the responsible Proposer(s) as outlined in **Section 2.12, Contract Award**.

## PART 4 – INSTRUCTIONS FOR SUBMITTING PROPOSALS

### 4.0 PROPOSAL INSTRUCTIONS

Proposals must be printed, computer generated or typewritten, single spaced, space-and-a-half or double-spaced, on 8.5" x 11" paper. All pages should be numbered. Margins should be at least ½ inch on all sides. Font size can be no smaller than 10. Proposals using smaller font sizes or smaller margins may be rejected.

In support of the County's sustainability goals regarding environmental impact and the disposal of paper, it is the County's preference that proposals be printed on both sides of the paper, rather than on one side only. When proposal format instructions limit the number of pages to be submitted, the page count is based on the quantity of numbered pages. **Example:** The RFP proposal response to the program question is limited to a page count of not more than 12 pages. This equates to not more than 6 sheets of paper that are printed on each side, or 12 pages printed on only one side.

### 4.1 PROPOSAL CONTENT

Proposers will submit their proposal as a Proposal Response Packet. Each packet contains all the required information for submitting a proposal. A checklist is provided in the following Solicitation Attachments 2, 3 & 4, outline necessary documentation to be in proposal submission(s).

#### Proposal Response Packet "A" – Regional Services

- If a Proposer chooses to submit a proposal to provide services as a Regional Services Provider, they must submit a proposal specific to that Region.
- If a Proposer wishes to offer proposals on more than one (1) Region, they must provide a separate proposal for each Region, and it must be a valid, stand alone proposal. **(Section 2.12 A, Contract Award for information regarding limitation on regional contract awards)**

#### Proposal Response Packet "B" – Culturally Specific Services

- Proposers choosing to offer a proposal to provide Culturally Specific Services will submit a proposal and choose (1) Culturally Specific Population AND one (1) service area for which they are proposing to provide services.
- If a provider wishes to offer proposals for more than one (1) Culturally Specific Service, they must submit a valid, stand alone proposal for **each**.
  - **For example:**  
Proposer *ABC Human Services* wishes to submit proposals to provide Culturally Specific Services to the Latino population and wants to apply to three (3) of the four (4) service areas. Proposer *ABC Human Services* must submit a separate Proposal Response Packet for each Population Service Area that it wants to apply for:
    - Proposal Response Packet 1 - Latino SUN Youth Advocacy Program
    - Proposal Response Packet 2 - Latino SUN Parent-Child Development Services
    - Proposal Response Packet 3 - Latino Multnomah Stability Initiative and Energy and Utility Assistance

#### Proposal Response Packet "C" – Countywide Services

- If a provider wishes to offer proposals for more than one (1) of the Countywide Services, they must also provide a separate, stand alone proposal for each Countywide service.

### 4.2 PAGE LIMITS

Page limits for proposals are listed here and in Solicitation Attachments 2, 3 & 4:

<u>SERVICE CATEGORY</u>	<u>PAGE LIMITS</u>
Regional Service Providers . . . . .	20
Culturally Specific Services. . . . .	12

SUN Youth Substance Abuse Prevention Services . . . . .	10
Sexual and Gender Minority Youth Services. . . . .	10

Excluded from the page limit count are the Proposal Cover Pages, the Staffing Model, Budget forms, and any other specifically required tables or documents called out in this RFP, whether optional or mandatory (e.g. draft working copies of MOUs, charts, etc.).

**Pages in excess of the stated limits shall be removed and will not be evaluated.**

Responses must either restate the questions or use the same numbering and lettering sequence as in the RFP. All documents must be included and received by the deadline for the Proposal to be considered.

#### **4.3 PROPOSAL BINDING**

Proposals must be stapled in the left upper corner. Do not use spiral bindings, glue or place in notebooks or use other methods of binding the proposal. If the document is too thick to be held with a single staple, secure the document with a metal clip that can be easily removed for copying purposes.

#### **4.4 PROPOSAL PACKAGING**

Proposals shall be submitted in a sealed envelope appropriately marked with the Proposal title, RFP number, and the name and address of the Proposer. If the requested copies do not fit into an envelope, enclose all copies in a box, seal it and attach a sheet of paper with the following information to the top of the box: (1) Proposal title, (2) RFP number, and (3) the name and address of the Proposer. Please use the minimum amount of tape necessary to seal the box.

#### **4.5 PROPOSAL COPIES AND SUBMISSION**

Proposers must submit one (1) original copy of the proposal to: Multnomah County Purchasing, 501 SE Hawthorne Blvd, Suite 125 Portland, OR 97214, **no later than 4:00 p.m.** on the proposal due date. **PROPOSALS MUST BE TIME STAMPED AT THE PURCHASING BID DESK BY THE STATED DEADLINE. LATE PROPOSALS WILL NOT BE CONSIDERED.**

#### **4.6 MINIMUM REQUIREMENTS**

##### **A. Offeror Representations and Certifications**

All Proposers are to submit a **SIGNED** Offeror Representations and Certifications included in each Solicitation Attachments (2, 3 &4) and it will not count against the total page limitation. Failure to sign a completed Offeror Representations and Certifications form may result in rejection of the proposal.

##### **B. At the time of proposal submission, Proposers must meet the following minimum requirements.**

Failure to provide any of the required documents or meet any of the below requirements shall result in rejection of the proposal.

1. The Proposal response must be received by Multnomah County Purchasing no later than 4:00 P.M. local Portland time on the proposal submission deadline.
2. If Proposer is applying under an administrative model other than sole provider (i.e. lead entity providing services through subcontract); a draft copy of the working agreement or Memorandum of Understanding (MOU) between the lead entity and any/all subcontractor organization(s) must be included as an attachment to their response. Working Agreement or MOU format is left to the discretion of the Parties. **Label this working agreement or MOU as Proposal Attachment F and attach to your proposal.**

**C. At the time of Contracting, Proposers must meet the following minimum requirements.** Failure to provide any of the required documents or meet any of the below requirements shall result in cancellation of the contract.

1. Proposers must be legal entities, currently registered to do business in the State of Oregon (per

ORS 60.701).

2. Proposers must be able to comply with County contract requirements, which include insurance limits and reference to requirements contained in this RFP, and all other federal, state, and local laws and regulations governing services purchased through the contract. A sample copy of a DCHS Contract boilerplate is included as Attachment 5 of this RFP.
3. Proposers who will be providing school-based services and school-linked services located in school buildings must comply with requirements for criminal records checks as defined by the related School Districts.

## **PART 5 –ATTACHMENTS**

The following Attachments can be downloaded/saved from our Website:

<https://multco.us/purchasing/bids-proposal-opportunities>

<b>PART 5</b>	<b>Solicitation Attachments</b>
<b>Attachment 1</b>	SUN Service System Delivery Model
<b>Attachment 2</b>	Proposal Packet “A” - Regional Services
<b>Attachment 3</b>	Proposal Packet “B” - Culturally Specific Services
<b>Attachment 4</b>	Proposal Packet “C” - Countywide Services
<b>Attachment 5</b>	Sample Contract
<b>Attachment 6</b>	Pre-Contract Vendor Administrative Capacity Information Packet
<b>Attachment 7</b>	SUN School Funding with Layered Services
<b>Attachment 8</b>	Annual Allocation Estimates



## **SOLICITATION ATTACHMENT 1**

Electronic copy of the SUN Service System Delivery Model can be found on the  
Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**For informational purposes only**

## **SOLICITATION ATTACHMENT 2**

Electronic copy of Solicitation Attachment 2 – Packet “A” Regional Services can be found on the Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**If providing a proposal for Regional Services, complete and return Packet “A”**

Packet “A” contains:

1. Regional Services Instructions
2. Cover Letter
3. Representations and Certifications
4. Written Evaluation Question Score Sheet
5. Written Evaluation Questions
6. Proposal Checklist
7. Budget Forms

## **SOLICITATION ATTACHMENT 3**

Electronic copy of Solicitation Attachment 3 – Packet “B” Culturally Specific Services can be found on the Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**If providing a proposal for Culturally Specific Services, complete and return  
Packet “B”**

Packet “B” contains:

1. Culturally Specific Services Instructions
2. Cover Letter
3. Representations and Certifications
4. Written Evaluation Question Score Sheet
5. Written Evaluation Questions
6. Proposal Checklist
7. Budget Forms

## **SOLICITATION ATTACHMENT 4**

Electronic copy of Solicitation Attachment 4 – Packet “C” Countywide Services can be found on the Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**If providing a proposal for Countywide Services, complete and return Packet “C”**

Packet “C” contains:

1. Countywide Services Instructions
2. Cover Letter
3. Representations and Certifications
4. Written Evaluation Question Score Sheet
5. Written Evaluation Questions
6. Proposal Checklist
7. Budget Forms

## **SOLICITATION ATTACHMENT 5**

Electronic copy of Solicitation Attachment 5 – Sample County Service Contract can be found on the Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**For informational purposes only**

## **SOLICITATION ATTACHMENT 6**

Electronic copy of Solicitation Attachment 6 – Pre-Contract Vendor Administrative Capacity Information Packet can be found on the Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**For informational purposes only**

## **SOLICITATION ATTACHMENT 7**

Electronic copy of Solicitation Attachment 7 – SUN School Funding with Layered Services can be found on the Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**For informational purposes only**

## **SOLICITATION ATTACHMENT 8**

Electronic copy of Solicitation Attachment 8 – Annual Allocation Estimates can be found on the Multnomah County Website

<https://multco.us/purchasing/bids-proposal-opportunities>

**For informational purposes only**