



2018
Senior Centers
Request for Proposal
Amendment 6/12/18

TABLE OF CONTENTS

GUIDELINES		PAGE NUMBER
I.	Introduction	3
II.	Timeline	4
III.	HSD’s Results-Based Accountability Framework & Theory of Change	4
IV.	Investment Area Background & Program Requirements	6
	A. Overview of Investment Area	7
	B. Service/Program Model	7
	C. Criteria for Eligible Participants	8
	D. Priority Population and Focus Populations	8
	E. Required Service Components	9
	F. Expected Performance Commitments	10
	G. Facilities	10
	H. Description of Key Staff and Staffing Level	11
	I. Senior Centers RFP specific eligibility, data, and contracting requirements	11

APPLICATION (Instructions and Materials)		PAGE NUMBER
I.	Submission Instructions & Deadline	12
II.	Format Instructions	13
III.	Proposal Narrative & Rating Criteria	13
	A. Program Design Description	13
	B. Capacity and Experience	14
	C. Partnerships and Collaboration	15
	D. Cultural Competency and Responsiveness	15
	E. Budget and Leveraging	16
IV.	Completed Application Requirements	17
V.	List of Attachments & Related Materials	18
	Attachment 1: Application Checklist	19
	Attachment 2: Application Cover Sheet	21
	Attachment 3: Proposed Program Budget	23
	Attachment 4: Proposed Personnel Detail Budget	25



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GUIDELINES

I. Introduction

The Aging and Disability Services Division of the City of Seattle Human Services Department (HSD) is seeking applications from agencies to operate senior centers for socially isolated older adults (50+). This request for proposal (RFP) is competitive and open to any legally constituted entities that meet the standard [HSD Agency Minimum Eligibility Requirements](#) and additional requirements outlined in Section IV.I. of the Guidelines. Senior centers are age-friendly community hubs where older adults can access a range of activities and services to improve their health, well-being, and independence, and people of all ages can actively engage in their community by working with program staff and participants to build social and civic capital. The purpose of this funding process is to support senior centers that allow all older adults to experience stable health and age in place by promoting equity and reducing social isolation.

Approximately \$1.7 million is available through this RFP from the HSD General Fund.

HSD intends to fund a maximum of 14 senior centers at a base rate of \$50,000 per site. Remaining funds will be allocated at the City's discretion to successful applicants/sites, based on the strength of the application, number of participants served, and impact on priority populations. No site will receive an allocation of more than \$180,000. Initial awards will be made for the period of January through December 2019. HSD intends to renew agreements resulting from this funding opportunity on an annual basis through the 2022 program year. However, future funding will be contingent upon performance and funding availability.

The City of Seattle Human Services Department seeks to contract with a diverse group of providers to help ensure that the result of HSD's senior centers investment is that all older adults experience stable health and are able to age in place.

All materials and updates to the RFP are available on [HSD's Funding Opportunities webpage](#). HSD will not provide individual notice of changes, and applicants are responsible for regularly checking the web page for any updates, clarifications or amendments.

HSD will have no responsibility or obligation to pay any costs incurred by any applicant in preparing a response to this funding opportunity or in complying with any subsequent request by HSD for information or participation throughout the evaluation and selection process.

If you have any questions about the Senior Centers Request for Proposal (RFP), please contact:

Jon Morrison Winters at jon.winters@seattle.gov or
Andrea Yip at andrea.yip@seattle.gov

II. Timeline

Funding Opportunity Released	Thursday, May 31, 2018
*Information Session 1	Monday, June 11, 2018 1:00 p.m. – 3:00 p.m. Rainier Beach Library 9125 Rainier Ave S Seattle, WA 98118
*Information Session 2	Tuesday, June 12 10:00 a.m. – 12:00 p.m. Montlake Community Center, Tudor Building 1618 E. Calhoun St. Seattle, WA 98112
Last Day to Submit Questions	Monday, June 25 by 5:00 p.m.
Application Deadline	Monday, July 9 by 12:00 p.m. (noon)
Planned Award Notification	Tuesday, September 4
Contract Start Date	Tuesday, January 1, 2019

*Please contact Senior Centers Request for Proposal coordinator for accommodation requests: Jon Morrison Winters at jon.winters@seattle.gov.

HSD reserves the right to change any dates in the RFP timeline.

III. HSD's Results-Based Accountability Framework & Theory of Change

HSD has developed a results-driven investment strategy modeled after Results Based Accountability (RBA)¹. RBA helps HSD move from ideas to action and ensure that the department's work is making a real difference in the lives of vulnerable people. This framework also helps ensure that HSD is a highly functional, accountable organization that is leading the way toward addressing community disparities.

The RBA Framework helps HSD to:

- **DEFINE** results for the department's investments
- **ALIGN** the department's financial resources to the results
- **EVALUATE** result progress to ensure return on investment

HSD has developed a **Theory of Change** for funding processes to ensure that data informs our investments – particularly around addressing disparities – and shows the logical link between the desired results, indicators of success, racial equity goals based on disparity data, strategies for achieving the desired results, and performance measures.²

¹ Friedman, M. (2005) Trying Hard Is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities: FPSI Publishing

² In 2018, HSD, as directed by [Ordinance 125474](#), will begin identifying gender disparity data and including gender equity goals in future funding processes.

See below for the Theory of Change that informs this funding process.

All investments resulting from this funding opportunity will demonstrate alignment with HSD’s theory of change towards achieving the desired result of: all older adults experience stable health and are able to age in place.

Population Accountability	Population	
	HSD Population	Adults ages 60+ years living in Seattle
	Priority Population	Socially isolated older adults (50+)
	Desired Result	All older adults experience stable health and are able to age in place
	Indicator	
	HSD Indicators	% of older adults reporting good or excellent health; % of older adults who report getting the social and emotional support needed
Racial Equity Population Accountability	Racial Disparity Indicator Data	Percentage of older adults (60+) in Seattle reporting excellent or good health: ³ <ul style="list-style-type: none"> • Hispanic/Latino: 61% • Black/African American: 63% • Asian: 83% • White/Caucasian: 83% Percentage of older adults (60+) in Seattle receiving needed social/emotional support: ⁴ <ul style="list-style-type: none"> • Asian: 62% • Black/African American: 71% • Hispanic/Latino: 81% • White/Caucasian: 84%
	Focus Populations	Hispanic/Latino older adults Black/African American older adults
	Population-Level Racial Equity Goal(s)	Hispanic/Latino older adults and Black/African American older adults report good or excellent health at the same rate as whites.

³ Washington State Behavioral Risk Factor Surveillance System, 2005-2010 and 2012; Native Hawaiian/Pacific Islander, American Indian/Alaska Native, had too few cases to meet precision standards.

⁴ Washington State Behavioral Risk Factor Surveillance System, 2005-2014; Native Hawaiian/Pacific Islander, American Indian/Alaska Native, had too few cases to meet precision standards.

Program Accountability	Strategies	Provide the following services at neighborhood senior centers and community-based senior centers throughout the City: <ol style="list-style-type: none"> 1. Food and Nutrition programs 2. Health promotion, wellness and fitness 3. Education, recreation, socialization and personal growth 4. Social services 5. Outreach
	Performance Measure	Quantity: # of unduplicated clients by race/ethnicity Quality: % of clients reporting overall satisfaction with senior center ⁵ Impact: % of clients with improved physical health and ability to maintain independence ⁶
	Racial Equity Performance Measures	Increase the number of Hispanic/Latino senior center clients served and maintain or increase the number of Black/African American clients served from 2017 baseline, with Hispanic/Latino and Black/African American clients reporting overall satisfaction with senior center, improved physical health, and ability to maintain independence.

Focus populations are identified as specific racial or ethnic groups within the priority population and with data showing the highest disparities in the investment area. For this investment, Hispanic/Latino older adults were selected as a focus population because they were identified as having the highest disparity in health status, which is the primary racial disparity indicator for HSD’s investments in older adult services. Additionally, information from community engagement and an analysis of program utilization data suggests that Hispanic/Latino older adults may be underrepresented among current senior center participants. Black/African American older adults were selected as a focus population due to high disparities in both health status and social/emotional support.

Applicants should, but are not required to, demonstrate an intention and plan to address the disparities associated with the focus populations. Proposals that clearly describe a plan to address significant needs among other populations within the priority population, including but not limited to other racial or ethnic groups that have health disparities, will also be considered. For example, data (in the above table) shows that only 62% of Asian older adults (60+) in Seattle receive needed social/emotional support as compared to 84% of White/Caucasian older adults.

IV. Investment Area Background & Program Requirements

The mission of the Seattle Human Services Department (HSD) is to connect people with resources and solutions during times of need so we can all live, learn, work and take part in strong, healthy communities. Our vision is that all basic needs in our communities are met through innovative and collaborative approaches. Greater Seattle is a place where the richness of our diversity is valued, all of our communities thrive, and people grow up and grow old with opportunity and dignity. HSD works closely with our major community partners, including

⁵ Senior Center Services Evaluation Survey (SCSES) question #10 and #14

⁶ SCSES question #3, #4, #5, #9, and #13

other public and nonprofit funders and service providers, to understand current and emerging human service needs, and to create and invest in a comprehensive and integrated regional human services system that improves the health, safety and education of our residents.

The Aging and Disability Services (ADS) division of HSD promotes quality of life, independence, and choice for older people and adults with disabilities. ADS is the state-designated local Area Agency on Aging for Seattle-King County.

A. Overview of Investment Area

The City of Seattle is committed to being an age-friendly community in which people can grow up and grow old with ease.⁷ Senior centers are community hubs where people of all ages can actively engage and older adults can access a range of activities and services. HSD invests in organizational infrastructure and program operations to support the ability of senior centers to improve the health, well-being, and independence of older adults. Senior center programming focuses on food and nutrition; health promotion, wellness and fitness; education, recreation, socialization and personal growth; social services; and outreach. Senior centers are an integral part of the Aging Network,⁸ providing a trusted and welcoming place where older adults can connect to the services and supports they need. Senior centers contribute to social and civic capital by raising awareness of aging issues, promoting aging readiness, and generating support for healthy aging in their communities.

B. Service/Program Model

Successful applicants must meet the minimum requirements outlined in Section IV.I. below and demonstrate the ability to successfully deliver high quality, cost effective programs that improve the health, well-being, and independence of vulnerable older adults. High quality senior centers are those that:

- Respond to the needs and interests of a diverse population of older adults from different cultural, generational, and socioeconomic backgrounds, and with increasingly complex social and physical needs.
- Offer and encourage participation in evidence-based programs.
- Employ outreach strategies to increase participation from older adults who do not regularly attend senior centers, including, but not limited to: those who do not have access to a senior center in their neighborhood; or whose language and culture may present a challenge to participation; or who cannot attend weekday programs due to work or family caregiving duties.
- Build upon neighborhood strengths and community assets.
- Develop partnerships that leverage and fully utilize existing resources, and are supported by diverse and sustainable funding streams.
- Hire and retain quality staff and provide opportunities to develop local leaders/volunteers to support the senior center and the broader community.

Through community engagement, data analysis, and evidence-based research, HSD has identified three types of senior centers. These types are not all-encompassing or mutually exclusive – some centers may be or may strive to be more than one type or may conform to an alternative model. Applicants may, but are not required to, use the following descriptions of these three types when preparing their applications.

Neighborhood Senior Centers primarily serve residents who live nearby or a short distance away from the senior center site. The geographic coverage provided by neighborhood senior centers addresses

⁷ <https://www.seattle.gov/agefriendly>

⁸ <http://www.agingkingcounty.org/about-us/aging-network/>

transportation challenges and other barriers, allowing a larger group of older adults to access services, including those who live in parts of the City that are far from an urban center. Participant demographics at neighborhood senior centers reflect the diversity of the City Council Districts in which they are located.

Community-based Senior Centers primarily serve members of historically underserved communities. This type of senior center is typically operated by a community-based organization with intimate knowledge of their community. They provide culturally appropriate programming in the languages spoken by their participants. Participants who do not live near the community-based senior center of their choice and those who have been displaced from their community may travel a relatively long distance to visit the center – a logistical challenge that increases vulnerability to social isolation. Community-based senior centers may respond to this challenge by providing transportation assistance, decentralization of services through partnerships, or other forms of support that promote community cohesion.

“Beyond the Walls” Senior Centers are neighborhood senior centers or community-based senior centers that have an increased emphasis on partnerships, outreach, and services provided at locations other than the typical senior center facility. Effective partnerships leverage outside resources to improve and expand services. Outreach activities increase the number of older adults served and provide services to individuals who are unable to travel to a senior center facility due to a disability, transportation barrier, or other reason. By increasing focus on “beyond the walls” activities, these senior centers are able to meet the needs of older adults in a more flexible manner and may utilize a multipurpose facility, share space with other programs, or utilize technology to facilitate programming remotely. For the purposes of this RFP, “beyond the walls” senior centers must demonstrate that they meet the facility requirements in Section IV.G. below at one site or a combination of sites.

To ensure that older adults in Seattle are able to access senior centers close to where they live and to address geographic gaps in service, HSD intends to fund at least one senior center in each of the seven Seattle City Council Districts. More information about City Council Districts is available at <http://www.seattle.gov/cityclerk/agendas-and-legislative-resources/find-your-council-district>.

Some examples of how applicants could propose to further address geographic gaps in service include:

- A satellite location in a geographically isolated neighborhood.
- Partnering with agencies currently operating in underserved neighborhoods or Council Districts.
- Partnering with Seattle Parks and Recreation to provide “beyond the walls” programming at community centers in underserved neighborhoods or Council Districts.

C. Criteria for Eligible Participants

Eligible participants are older adults, age 50+, living in the City of Seattle.

D. Priority Population and Focus Populations

Priority populations are identified as a group (or groups) comprising a specific demographic (seniors, youth, families, etc.) or having a specific issue in common (homelessness, mental health, violence involved, etc.).

The priority population for this investment opportunity is socially isolated older adults (50+).

Focus populations are identified as specific racial or ethnic groups within the priority population and with data showing the highest disparities in the investment area. Priority populations and focus populations for this funding are based on HSD’s results-based accountability framework (see Section III above) and ensures that the department’s investments are dedicated to addressing disparities in the population.

Given the disparity data, as well as information gathered through community engagement and an analysis of client utilization data, the focus populations for this investment opportunity are:

- Hispanic/Latino older adults
- Black/African American older adults

Applicants should demonstrate an intention and plan to address the disparities associated with the focus populations of older adults. Proposals that clearly describe a plan to address significant needs among other populations within the priority population of socially isolated older adults will also be considered.

Some examples of how applicants could propose to address disparities include:

- Programming and services designed to reduce health disparities of Hispanic/Latino older adults or Black/African American older adults
- Outreach and/or “beyond the walls” activities serving Spanish-speaking older adults and others with limited English proficiency
- Partnerships with Hispanic/Latino or Black/African American community-based agencies to improve/increase outreach to Hispanic/Latino older adults or Black/African American older adults.

E. Required Service Components

Senior centers funded through this process must provide all of the following service components, either directly or in partnership with another agency or program.

i. Food and Nutrition

Provide access to food and/or nutrition education to address food insecurity and promote healthy eating and nutrition. Examples include congregate meals, home-delivered meals, nutrition education/counseling, cooking classes, community kitchens, and food banks.

ii. Health Promotion, Wellness, and Fitness

Educate, support, and provide opportunity for people in making choices to improve health, well-being, and fitness. Examples include health screening (blood pressure, blood glucose checks), health education, exercise classes, foot care, and training to self-manage chronic conditions.

iii. Education, Recreation, Socialization, and Personal Growth

Scheduled activities or opportunities lead by a paid staff or volunteer and designed to build relationships among participants and help them develop new skills. Examples include guest lectures, cultural activities, computer classes, card and board games, crafts, dances, classes/workshops, trips/excursions, volunteer programs, and leadership development programs.

iv. Social Services

Social service assistance provided by, or under the supervision of, a licensed social worker including one-on-one counseling, home visits and/or group sessions. Examples include, but are not limited to the following:

- a. Care Coordination: Assess client needs and develop a care plan to address needs. Coordinate care planning with client and formal or informal supports, contacting service providers to secure services, and scheduling appointments. Follow-up with clients as needed, and revise care plan accordingly.
- b. Information and Assistance: Provide information and help clients access services. Activities may include providing information on public benefits programs (SNAP, Medicare, SSI, emergency

- assistance); helping clients fill out insurance, benefit, or entitlement eligibility forms and application; connecting clients to resources.
- c. Home Visiting Program: Identify and support clients who are unable to access the senior center to decrease risk of social isolation (home visiting programs may also be considered an outreach activity as described below).
 - d. Support Groups: Facilitated by, or under the supervision of, a social worker, people with similar issues meet to share experiences and advice to empower and improve coping skills. As a result, participants feel less isolated and have an increased sense of community.

Social services provided at senior centers are one of many entry points to a broader older adult services network. Senior centers funded through this investment process are expected to participate in Community Living Connections provider network activities, including regional convenings and professional development days. For more information, see <https://www.communitylivingconnections.org/partnerwithus/>.

v. *Outreach*

Conduct activities to encourage older adults to participate in senior center programs. Outreach should focus on underrepresented populations and may be done in collaboration with community-based and/or grassroots organizations. Examples of outreach activities include but are not limited to language translation/distribution of flyers and other materials, tabling at community events or cultural celebrations, presentations to faith-based organizations and community groups, developing information and programming for prospective or new participants, and in-home visitation programs. For the purposes of this RFP, communication and marketing strategies exclusively or primarily targeted to current participants (e.g. flyers or newsletters distributed through a member database, email updates, access-restricted social networks, and announcements provided on-site) are not considered outreach.

F. Expected Performance Commitments

Contracts for senior center services will be outcome-based and will include a standard base payment. Payment for outcomes for the 2019 contract year will be based on administration of the Senior Center Services Evaluation Survey.⁹ Performance measurement will necessitate participant-level data reports and Senior Center Services Evaluation Surveys. Participant-level reporting improves our understanding of senior center participants and how they interact with senior centers, reduces data reporting errors and omissions, and allows robust performance measurement for results-based accountability. Applicants must demonstrate the ability to collect and accurately report data related to participant demographics and level of participation.

G. Facilities

Senior centers must have dedicated space for older adults to gather for drop-in visits and to participate in scheduled programming and activities, specifically:

- Centers must be open for both scheduled and drop-in activities at least 20 hours per week and a minimum of three days per week (“beyond the walls” senior centers must meet this requirement at a single site or a combination of sites).
- Operational hours and scheduled activities should be determined based on the needs and preferences of the community and focus populations.
- Space should be appropriate for the type of activities and services offered, including group activities and individual services, with capacity to support administrative needs.

⁹ <http://www.agingkingcounty.org/wp-content/uploads/sites/185/2016/09/SeniorCenterSurvey.pdf>

- Facilities should be safe and accessible.
- Facilities must have appropriate permits for related activities.

H. Description of Key Staff and Staffing Level

- Senior centers must be managed by an experienced individual who is actively involved in the daily operations of the center.
- A licensed social worker is required to provide or supervise the provision of social services.
- There should be a sufficient number of qualified staff and/or volunteers to effectively conduct the center's programs and services.
- There should be written job descriptions for staff and key volunteers which define the skills, experience, and training necessary for each position and list the duties and responsibilities of each position.
- Staff and volunteers should have the opportunity to participate in ongoing training that will improve their skills.

I. Senior Center RFP specific eligibility, data, and contracting requirements

In addition to the standard HSD requirements found on the [HSD Funding Opportunities Webpage](#), applicant agencies must meet the following criteria:

- Senior centers must develop collaborations and partnerships that minimize duplication, enhance the quality of service delivery, and meet racial equity goals. This includes coordinating with other City-funded programs and services. Successful applicants will be required to complete a Memorandum of Agreement with the Lifelong Recreation Program, a program serving older adults age 50+ through the Seattle Parks and Recreation Department.
- The applicant must demonstrate two years of experience in operating a senior center or in providing services and activities for older adults in at least three of the five required service components (Section IV.E.)
- Agencies must have the ability to submit reports electronically to ADS. Reporting requirements and specifications for the 2019 contract period will include participant-level data reporting, in alignment with other aging and disability services funded by HSD. Draft data specifications are available on the ADS website (see <http://www.agingkingcounty.org/about-us/contracted-providers/>).



Seattle Human Services

2018 Senior Centers Request for Proposal

APPLICATION

Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2018 Senior Centers Request for Proposal (RFP). The RFP Guidelines is a separate document that provides background on HSD's guiding principles and results-based accountability framework, and an overview of the RFP program requirements. [HSD's Funding Opportunities webpage](#) provides additional information on agency eligibility, data collection and reporting, contracting, appeals, expectations for culturally responsive services, and the process for selecting successful applications.

I. Submission Instructions & Deadline

Completed application packets are due by 12:00 p.m. (noon) on Monday, July 9.

Application packets must be received in person, by mail, or electronic submission. No faxed or e-mailed proposals will be accepted. Proposals must be received and date/time stamped by the 12:00 p.m. deadline on Monday, July 9. *Late or incomplete proposals or proposals that do not meet the minimum eligibility requirements outlined in this funding opportunity will not be accepted or reviewed for funding consideration.*

Applicants must make arrangements to ensure that applications are received by HSD by the deadline, regardless of the submission method selected. When using HSD's Online Submission System, it is advisable to upload application documents several hours prior to the deadline in case you encounter an issue with your internet connectivity which impacts your ability to upload documents. HSD is not responsible for ensuring that applications are received by the deadline.

- Electronic Submittal: Application packets may be submitted electronically via HSD's Online Submission System at <http://web6.seattle.gov/hsd/rfi/index.aspx>.
- Hand Delivery or US Mail: The application packet can be hand-delivered or mailed to:

Seattle Human Services Department
Request for Proposal Response – Senior Centers
Attn: Jon Morrison Winters

Delivery Address
700 5th Ave., 58th Floor
Seattle, WA 98104-5017

Mailing Address
P.O. Box 34215
Seattle, WA 98124-4215

II. Format Instructions

- A. Applications will be rated only on the information requested and outlined in this funding opportunity, including any clarifying information requested by HSD. Do not include a cover letter, brochures, or general letters of support. Applications that do not follow the required format may be deemed ineligible and may not be rated.
- B. The application should be typed on double-sided, letter-sized (8 ½ x 11-inch) sheets. Please use one-inch margins, single spacing, and minimum size 11-point font.
- C. The application may not exceed a total of 12 pages including the narrative sections and attachments (unless the attachment is requested and specifically states that it will not count toward the page limit). Pages which exceed the page limitation will not be included in the rating.
- D. Organize your application according to the section headings that follow in Section III. For the narrative questions, please include section titles and question numbers. You do not need to rewrite the questions for specific elements of each question.
- E. Applicants requesting funding for more than one senior center location must complete a separate narrative for each site (unless the sites are considered program sub-sites for a “beyond the walls” senior center), and include related supporting documents, including separate budgets, for each site as identified in the narrative.

III. Proposal Narrative & Rating Criteria

Write a narrative response to sections A – E. Answer each section completely according to the questions. Do not exceed a total of 12 pages for sections A – E combined.

NARRATIVE QUESTIONS

A. PROGRAM DESIGN DESCRIPTION (35%)

1. Describe your program model and outline the key service components of the senior center. Include when and where (locations, times, days of week, etc.) services will be delivered and by whom.
 - Describe the programs and activities that will be provided under each of the five required service components.
 - Identify which of these programs and activities will be new or expanded services from what your agency currently provides, and how you propose to start up and delivery these new or expanded services. Attach a start-up timeline for new services (start-up timeline does not count toward the 12-page limit).
 - Identify any services that use evidence-based or evidence-informed program models.
 - Provide a one-month calendar of activities as an attachment (the calendar does not count toward the 12-page limit).
2. Describe the focus population(s) and priority population(s) to be served.
 - Describe how your program will recruit the focus populations and priority population listed in Section IV of the funding Guidelines and/or any other priority population(s).
 - Describe your understanding of the unique characteristics and experiences of these populations such as strengths, needs, concerns, geographic region, age, ethnicity, language, and other defining attributes.

- Describe how the demographics of current or recent program participants reflect the demographic diversity of Seattle and of the City Council District and neighborhood in which the center/program is located. Identify the number of unduplicated individuals you propose to serve in 2019 and any anticipated changes in the characteristics of your participant population.
3. Briefly describe the facility and how it is suited to the programs and activities offered.
 - Outline the center’s hours and days of operation; indicate the hours per week that the center is open for “drop-in” visits. For “beyond the walls” centers, as described in funding guidelines Section IV, describe any additional site(s) at which you anticipate offering required service components.
 - Indicate whether the facility is rented or owned. If rented, please briefly describe the terms.
 - Indicate if the facility is sole purpose or shared-use. If shared with other programs, describe the arrangement and how the terms are agreed upon.
 4. Describe how you will solicit and incorporate input from the priority population(s) or focus population(s) into your program and ongoing services.

Rating Criteria – A strong application meets all of the criteria listed below.

- Applicant presents a thorough description of the program that includes an understanding of the service components and evidence of likely success in meeting outcomes.
- New or expanded services will enhance program offerings. Applicants proposing additional services which they will be providing for the first time present a clear and realistic description of each new service and how it will be started and delivered.
- Applicant demonstrates the program’s alignment with high-quality program criteria including the use of evidence-based programs.
- Applicant clearly defines the priority population(s) and focus population(s).
- The program description shows a strong connection with the priority population(s) and focus population(s) and an understanding of their unique strengths, needs, experiences, and concerns, particularly as they relate to health disparities as identified in the Application Guidelines Section III, Theory of Change.
- Participant demographics reflect the diversity of the neighborhoods and City Council Districts in which the center is located or applicant presents a clear plan to recruit participants among underrepresented groups.
- The facility is appropriate for the planned activities and the hours of operation meet requirements.
- Applicant demonstrates a plan to incorporate input from program participants.

B. CAPACITY AND EXPERIENCE (20%)

1. Describe your organization’s success providing senior center programs. Include your organization’s ability to address changes in funding, staffing, changing needs in the community, and developing and/or maintaining board or leadership support.
2. Describe your plan for staff recruitment and hiring, training, supervision and retention for the proposed program. Complete the Proposed Personnel Detail Budget (Attachment 4). Budget worksheets will not count toward the 12-page narrative limit.
3. Provide a list of and a brief job description for all key personnel who will have a significant role in program coordination and service delivery, including program manager and licensed social worker.
4. Describe your organization’s experience with data management – collecting, storing, and analyzing participant information and program activities. What is your technical capacity for tracking participant information and producing participant-level reports?

Rating Criteria – A strong application meets all of the criteria listed below.

- The description demonstrates the applicant’s experience in delivering the service for at least two years.
- Applicant demonstrates successful experience adapting to changes in funds and community needs.
- Applicant’s organizational infrastructure and leadership is likely to provide strong ongoing support for the service proposed.
- Applicant describes processes for maintaining quality staff that matches the levels needed to run the senior center as described.
- The senior center has sufficient qualified staff, partners and/or volunteers (as reflected on the personnel budget) to deliver the services as described, or a plan to recruit and hire new staff to build staff capacity in a short time.
- Applicant demonstrates an understanding of and capacity for data management and participant-level reporting.

C. PARTNERSHIPS AND COLLABORATION (15%)

1. Describe how the proposed project will collaborate with other agencies and programs to deliver services in a way that minimizes duplication, enhances quality, and meets racial equity goals. Include a description of coordination with other City-funded programs and services, such as the Lifelong Recreation Program, as required (see Application Guidelines, Section IV.I.). What are the benefits of partnerships for program participants? Please identify any areas that will consolidate the provision of services across agencies.
2. If the proposal includes collaborations and/or partnerships, name the partners in this arrangement. Explain the roles and responsibilities of the various partners. Please provide letters of intent from any partner providing key program elements that acknowledge a partnership or an intent to partner and are signed by the partner’s director or authorized representative. Partnership letters will not be counted toward the 12-page limit.
3. Describe how you will refer participants to other programs and agencies in a proactive, seamless, and participant-friendly manner.

Rating Criteria – A strong application meets all of the criteria listed below.

- Applicant describes effective partnerships and collaborations that enhance service quality, minimize duplication, enhance the resources available and provide benefit to program participants.
- Applicant demonstrates awareness of and partnership with the older adult services network, including Community Living Connections.
- If applicable, applicant has submitted signed letters of intent from partners.
- Applicant describes how participants will be referred to other programs and agencies in a proactive, seamless, participant-friendly manner.

D. CULTURAL COMPETENCY AND RESPONSIVENESS (15%)

1. Describe your experience providing services to participants from historically underserved groups in terms of race and ethnicity, immigrant status, income, gender, sexual orientation, and/or English proficiency. If experience is limited, what steps will you take to provide services in a way that is equitable and culturally responsive?
2. What challenges and successes have you experienced, or do you anticipate, in providing services to people from diverse cultural and economic backgrounds?

3. Describe how the agency board and staff represent the cultural, linguistic and socio-economic background of senior center participants.
4. Describe your program's strategy for ensuring cultural and linguistic competence is infused through your policies, procedures and practices.
5. What kind of trainings does your agency provide to support cultural competency or responsiveness?

Rating Criteria – A strong application meets all of the criteria listed below.

- Applicant demonstrates understanding of cultural competence and responsiveness and describes how they are incorporated into the program and service delivery.
- Applicant has a proven track record of providing culturally and linguistically relevant services to diverse priority population(s) and focus population(s).
- Applicant demonstrates the ability to provide culturally competent services within historically underserved communities and shows an understanding of the challenges.
- Applicant's staff composition reflects the cultural and linguistic characteristics of the priority population(s) and focus population(s).
- Applicant's board composition reflects the cultural and linguistic characteristics of the priority population(s) and focus population(s).
- Applicant describes existing policies and procedures, or a strategy to develop policies and procedures that demonstrate competency, respect, and appreciation for the cultural and linguistic diversity of the priority population(s) and focus population(s).
- Applicant demonstrates a commitment to ongoing training and development within the agency to promote and support culturally responsive service delivery.

E. BUDGET AND LEVERAGING (15%)

1. Complete the Proposed Program Budget (Attachment 3). Budget worksheets will not count toward the 12-page narrative limit. The costs reflected in this budget should be for the senior center only, not your total agency budget.
2. Describe how these funds will be used and identify other resources and amounts that will be used to support senior center participants.
3. Does the senior center budget reflect strong community support, in the form of in-kind volunteer hours or other local funding totaling at least 20% of the senior center program budget? If not, what is your plan to diversify your funding sources and increase community support for the program?
4. Describe your organization's financial management system. How does your agency establish and maintain general accounting principles to ensure adequate administrative and accounting procedures and internal controls necessary to safeguard all funds that may be awarded under the terms of this funding opportunity? Entities without such capabilities may wish to have an established agency act as fiscal agent.
5. Describe how your agency has the capability to meet program expenses in advance of reimbursement.

Rating Criteria – A strong application meets all of the criteria listed below.

- Costs are reasonable and appropriate given the nature of the service, the priority population(s) and focus population(s), the proposed level of service, and the proposed outcomes.
- The proposed program is cost effective given the type, quantity, and quality of services.
- Applicant identifies other funds and resources (including in-kind resources such as volunteer hours) totaling 20% or more of program budget or applicant describes a realistic plan to increase community support and funding-source diversity.

- Applicant provides evidence that other funds and resources to be used for providing the services described in the proposal are sustainable.
- The applicant has a demonstrated capacity to ensure adequate administrative and accounting procedures and controls necessary to safeguard all funds that may be awarded under the terms of this funding opportunity.
- The applicant demonstrates the capability to meet program expenses in advance of reimbursement.

Total = 100 points

IV. Completed Application Requirements

AT APPLICATION SUBMITTAL

To be considered complete, your application packet must include all of the following items or the application may be deemed incomplete and may not be rated:

1. A completed and signed two-page Application Cover Sheet with requested information provided for each proposed senior center (Attachment 2).
2. A completed Narrative response (see Sections II & III for instructions) for each proposed senior center.
3. A completed Proposed Program Budget (Attachment 3) for each proposed senior center.
4. A completed Proposed Personnel Detail Budget (Attachment 4) for each proposed senior center.
5. A copy of a one-month calendar of activities for each proposed senior center.
6. Roster of your agency's current Board of Directors.
7. Minutes from your agency's last three Board of Directors meetings.
8. Current verification of nonprofit status or evidence of incorporation or status as a legal entity. Your agency must have a federal tax identification number/employer identification number.
9. If your agency has an approved indirect rate, a copy of proof that the rate is approved by an appropriate federal agency or another entity.
10. If you are proposing to provide any new (for your agency) services, attach a start-up timeline for each new service.
11. If you are proposing a significant collaboration or subcontract with another agency, attach a signed letter of intent or collaboration from that agency's Director or other authorized representative.

If HSD does not already have them on file, any or all of the following documents may be requested after applications have been determined eligible for review and rating. Agencies have four (4) business days from the date of written request to provide requested documents to the Senior Centers Request for Proposal coordinator:

1. A copy of the agency's current fiscal year's financial statements reports, consisting of the Balance Sheet, Income Statement and Statement of Cash Flows, certified by the agency's CFO, Finance Officer, or Board Treasurer.
2. A copy of the agency's most recent audit report.
3. A copy of the agency's most recent fiscal year-ending Form 990 report.
4. A current certificate of commercial liability insurance. Note: if selected to receive funding, the agency's insurance must conform to MASA requirements at the start of the contract.

V. List of Attachments & Related Materials

- Attachment 1: Application Checklist
- Attachment 2: Application Cover Sheet
- Attachment 3: Proposed Program Budget
- Attachment 4: Proposed Personnel Detail Budget

2018 Senior Centers Request for Proposal Application Checklist

This checklist is to help you ensure your application is complete prior to submission. Please do not submit this form with your application.

HAVE YOU....

- Read and understood the following additional documents found on the [Funding Opportunities Webpage](#)?**
- HSD Agency Minimum Eligibility Requirements
 - HSD Client Data and Program Reporting Requirements
 - HSD Contracting Requirements
 - HSD Funding Opportunity Selection Process
 - HSD Appeal Process
 - HSD Commitment to Funding Culturally Responsive Services
 - HSD Guiding Principles
- Completed and signed the 2-page Application Cover Sheet (Attachment 2)?***
- If your application identifies partner agencies that will be providing required program components, an authorized representative from each of these agencies must sign either a letter of intent or the application cover sheet.
- Completed each section of the Narrative response?**
- A separate narrative is required for each senior center site (unless the sites are considered program sub-sites for a “beyond the walls” senior center)
 - Must not exceed 12 pages (8 ½ x 11), single spaced, double-sided, size 11 font, with 1-inch margins.
 - Page count does not include the required forms (Attachments 2, 3 and 4) and supporting documents requested in this funding opportunity.
 - A completed narrative response addresses all of the following:
 - Program Design Description (35%)
 - Capacity and Experience (20%)
 - Partnership and Collaboration (15%)
 - Cultural Competency (15%)
 - Budget and Leveraging (15%)
- Completed the full Proposed Program Budget for each senior center site (Attachment 3)?***
- Completed the full Proposed Personnel Detail Budget for each senior center site (Attachment 4)?***
- Attached the following supporting documents?***
- A copy of a one-month calendar of activities for each proposed senior center site
 - Roster of your current Board of Directors
 - Minutes from your agency’s last three Board of Directors meetings
 - Current verification of nonprofit status or evidence of incorporation or status as a legal entity

- If your agency has an approved indirect rate, have you attached a copy of proof that the rate is approved by an appropriate federal agency or another entity?
- If you are proposing to provide any new services (for your agency), have you attached a start-up timeline for each service, beginning January 1, 2019?***
- If you are proposing a significant collaboration with another agency, have you attached a signed letter of intent from that agency's Director or other authorized representative?***

**These documents do not count against the 12-page limit for the proposal narrative section.*

All applications are due to the City of Seattle Human Services Department by **12:00 p.m. (noon) on Monday, July 9**. Application packets received after this deadline will not be considered. See Section I for submission instructions.



**City of Seattle
Human Services Department**

**2018 Senior Centers Request for Proposal
Application Cover Sheet**

1. Applicant Agency:			
2. Agency Executive Director:			
3. Agency Primary Contact			
Name:			Title:
Address:			
Email:			
Phone #:			
4. Organization Type			
<input type="checkbox"/> Non-Profit <input type="checkbox"/> For Profit <input type="checkbox"/> Public Agency <input type="checkbox"/> Other (Specify):			
5. Federal Tax ID or EIN:		6. DUNS Number:	
7. WA Business License Number:			
8. Proposed Program/Site Name(s) and Address(es):			
9. Priority and Focus Population(s) program(s) will serve:			
10. Funding Amount Requested, by program/site:			
11. # of clients to be served, by program/site:			
12. In which City Council District is/are your program(s) located? Council district search page			
13. Partner Agency (if applicable):			
Contact Name:			Title:

Address:

Email:

Phone Number:

Description of partner agency proposed activities:

Signature of partner agency representative: _____ Date: _____

14. Partner Agency (if applicable):

Contact Name:

Title:

Address:

Email:

Phone Number:

Description of partner agency proposed activities:

Signature of partner agency representative: _____ Date: _____

Authorized physical signature of applicant/lead organization

To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.

Name and Title of Authorized Representative: _____

Signature of Authorized Representative: _____ Date: _____

**2018 Senior Centers Request for Proposal
Proposed Program Budget
January 1, 2019 – December 31, 2019**

Excel versions of the budget templates can be found on the application page of the [HSD Funding Opportunity Webpage](#)

Applicant Agency Name:	
Proposed Program Name:	

Item	Amount by Fund Source			Volunteer/ In-Kind ¹	Total Project
	Requested HSD Funding	Other ¹	Other ¹		
1000 - PERSONNEL SERVICES					
1110 Salaries (Full- & Part-Time)					
1300 Fringe Benefits					
1400 Other Employee Benefits ²					
SUBTOTAL - PERSONNEL SERVICES					
2000 - SUPPLIES					
2100 Office Supplies					
2200 Operating Supplies ³					
2300 Repairs & Maintenance Supplies					
SUBTOTAL – SUPPLIES					
3000 - 4000 OTHER SERVICES & CHARGES					
3100 Expert & Consultant Services					
3140 Contractual Employment					
3150 Data Processing					
3190 Other Professional Services ⁴					
3210 Telephone					
3220 Postage					
3300 Automobile Expense					
3310 Convention & Travel					
3400 Advertising					
3500 Printing & Duplicating					
3600 Insurance					
3700 Public Utility Services					
3800 Repairs & Maintenance					
3900 Rentals – Buildings					
Rentals - Equipment					
4210 Education Expense					
4290 Other Miscellaneous Expenses ⁵					
4999 Administrative Costs/Indirect Costs ⁶					
SUBTOTAL - OTHER SERVICES & CHARGES					
TOTAL EXPENDITURES					

¹ Identify specific funding sources included under the "Other" column(s) and In-Kind column above:	
	\$
	\$
	\$
	\$
Total	\$

² Other Employee Benefits - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

³ Operating Supplies - Itemize below (Do Not Include Office Supplies):	
	\$
	\$
	\$
	\$
Total	\$

⁴ Other Professional Services - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

⁵ Other Miscellaneous Expenses - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

⁶ Administrative Costs/Indirect Costs - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

⁶ Administrative Costs/Indirect Costs: Human Services Department policy places a fifteen percent (15%) cap on reimbursement for agency indirect costs, based on the total contract budget. Restrictions related to federal approved rates and grant sources still apply.

Does the agency have a federally approved rate?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
If yes, provide the rate.				

**2018 Senior Centers Request for Proposal
Proposed Personnel Detail Budget
January 1, 2019 – December 31, 2019**

Excel versions of the budget templates can be found on the application page of the [HSD Funding Opportunity Webpage](#)

Applicant Agency Name:	
Proposed Program Name:	

Agency's Full-Time Equivalent (FTE) =	hours/week	Amount by Fund Source(s)								
		Position Title	Staff Name	FTE	# of Hours Employed	Hourly Rate	Requested HSD Funding	Other Fund Source	Other Fund Source	Volunteer/In-Kind
Subtotal – Salaries & Wages										
Personnel Benefits:										
FICA										
Pensions/Retirement										
Industrial Insurance										
Health/Dental										
Unemployment Compensation										
Other Employee Benefits										
Subtotal – Personnel Benefits:										
TOTAL PERSONNEL COSTS (SALARIES & BENEFITS):										