



City of Seattle
Human Services Department

2017
Dementia Adult Day Facilities
Request for Qualification

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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 interested in providing dementia adult day services for adults age 60 and older with Alzheimer's disease or a related dementia. This Request for Qualification (RFQ) is open to adult day facilities that meet the minimum eligibility requirements outlined in Section VII of the Guidelines. Dementia adult day services are provided within State approved adult day facilities to ensure that older adults with memory loss maintain independence. Services in adult day facilities may include help with personal care, health monitoring, skilled nursing, social services and activities, education, therapeutic activities, a nutritious meal and snacks, coordination of transportation, first aid, and emergency care.

This Request for Qualification invites adult day facilities to apply for: 1) Memory Care and Wellness Services, an evidence-based program that provides day services for individuals with Alzheimer's disease or a related dementia as well as support to their caregivers; 2) other evidence-informed specialized dementia adult day services.

Approximately \$337,585 is available through this Request for Qualification from the following sources:

Fund Sources	RFQ Amount
<i>Memory Care & Wellness Services</i>	\$163,008
<i>Senior Citizens Services Act (SCSA)</i>	\$148,541
<i>HSD General Fund</i>	\$26,036
Total	\$337,585

HSD intends to fund up to four proposals. Initial awards will be made for the period of April 1, 2018 to March 31, 2019. While it is the City's intention to renew agreements resulting from this RFQ on an annual basis through the 2022 program year, 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 Dementia Adult Day Facilities investment is that older adults experience stable health and are able to age in place.

All materials and updates to the RFQ are available on [HSD's Information for Grantees web page](#). 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 RFQ 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 Dementia Adult Day Facilities RFQ, please contact:

Karen Winston, RFQ Coordinator, karen.winston@seattle.gov
 Andrea Yip, Aging and Disability Services Planning Supervisor, andrea.yip@seattle.gov

II. Timeline

Funding Opportunity Released	Monday, August 28, 2017
*Information Session 1	Wednesday, September 6, 2017 10:30 a.m. to 12:00 p.m. (noon) Renton Library 100 Mill Ave So. Renton, WA 98057
*Information Session 2	Thursday, September 7, 2017 10:30 a.m. to 12:00 p.m. (noon) Rainier Beach Library 9125 Rainier Ave. So. Seattle, WA 98118
Help Session (By appointment only) Email karen.winston@seattle.gov	Monday, September 18, 2017 10:00 a.m. to 12:00 p.m. (noon) Douglass Truth Library 2300 E Yesler Way Seattle, WA 98122
Last Day to Submit Questions	Thursday, September 21, 2017 by 12:00 p.m. (noon)
Application Deadline	Friday, October 6, 2017 by 12:00 p.m. (noon)
Site Visits	Friday, December 1, 2017 – Friday, December 15, 2017
Planned Award Notification	Monday, February 26, 2018
Contract Start Date	Monday, April 2, 2018

*Please contact RFQ coordinator for accommodation requests: Karen Winston at karen.winston@seattle.gov.

HSD reserves the right to change any dates in the RFQ timeline

III. HSD Guiding Principles

In addition to the investment outcomes stated in this RFQ, investments will reflect the Seattle Human Services Department's vision, mission and values and support the department's theory of change.

Vision

The vision of the Seattle Human Services Department 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.

Mission

The mission of the Seattle Human Services Department 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.

Values

We accomplish our mission by adhering to core values and funding programs whose work supports them:

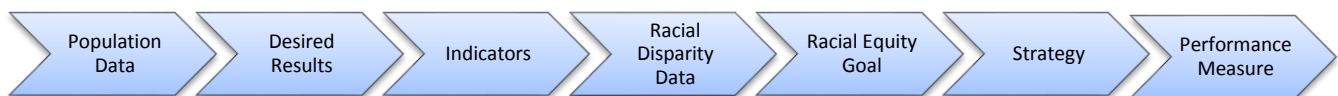
- **Results and Racial Equity** – our resources are devoted to addressing and eliminating racial, social, economic, and health disparities in our community.
- **Stewardship** – we fund and administer programs that are accountable, cost-effective, and research-based, ensuring people receive high-quality services.
- **Innovation** – we foster an environment where creativity and new approaches are valued, tested, refined, and implemented.
- **Collaboration** – we share the collective wisdom of our colleagues and community to develop and implement programs.

IV. HSD’s Results-Based Accountability Framework & Theory of Change

HSD has developed a strategy for results-based accountability and addressing disparities to ensure that the most critical human service needs are met by:

- **DEFINING** the desired results for the department’s investments;
- **ALIGNING** the department’s resources to the desired results; and
- **EVALUATING** the result progress to ensure return on investment.

The Results-Based Accountability Framework helps HSD move from ideas to action to ensure that our work and investments are making a real difference in the lives of vulnerable people. HSD’s **Theory of Change** ensures 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.



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

Dementia Adult Day Facilities Theory of Change

The theory of change describes the expectations for how the desired results and equity goals will be achieved through a set of specific activities (strategy) which are measured by quantity, quality, and impact performance measures.

Desired Result	Indicator	Racial Disparity Data	Racial Equity Goal	Strategy	Performance Measure
Condition of well-being for entire population	Achievement benchmark – how we know the “result” was achieved	Data depicting socioeconomic disparities and disproportionality between ethnic/racial populations	Stretch goal for reducing and/or impacting the racial equity disparity	Activities or interventions that align to the results and indicators, and are informed by best or promising practices, cultural competency, and community engagement – what HSD is purchasing	What gets counted, demonstration of how well a program, agency or service is doing (quantity, quality, impact)
All older adults experience stable health and are able to age in place.	<p>% of older adults who report getting the social and emotional support needed</p> <p>% of older adults reporting good or excellent health</p>	<p>Available U.S. data indicates that older African Americans are twice as likely as older whites to have Alzheimer’s disease and other dementias. Hispanic/Latinos are about 1.5 times as likely to have dementia. There is limited data about the prevalence of Alzheimer’s disease and other dementias in other racial and ethnic groups, including American Indian/Alaska Natives and Asian-Americans.¹</p>	<p>African Americans, Hispanic/Latino older adults, Americans Indian/Alaska Natives and Asian Americans participate in memory care and wellness programs at the same rate as white, non-black.</p>	<p>Service: Adult day facilities serve older adults, adults with dementia and/or memory loss, and their caregivers in Seattle and King County. Adult day facilities’ services will include an evidence-based or evidence-informed intervention such as Memory Care and Wellness Services (MCWS). MCWS is an evidence-based program that operates five-hours/day, twice weekly and offers tailored activities and exercise for this population.</p> <p>Priority community: Adults age 60 and older with Alzheimer’s or a related dementia. Additionally, caregivers who support older adults with Alzheimer’s disease or related dementia receive information and support from adult day service providers.</p> <p>Focus populations: African American; Hispanic/Latino; and American Indian/Alaska Native older adults and Asian Americans with Alzheimer’s or related dementia.</p> <p>Approaches: Increase culturally & linguistically appropriate outreach, information, staffing, and services to encourage participation in evidence-based specialized dementia programs.</p>	<p>Performance measures will be reported with race/ethnicity breakdown and expected to have equitable quality and impact outcomes across all race/ethnicities. Specifically, the focus population.</p> <p>Quantity # of care receivers/participants enrolled in an evidence-based or evidence-informed dementia/Memory Care and Wellness Program.</p> <p>Quality # (and %) of caregivers reporting satisfaction with an evidence-based or evidence-informed dementia/Memory Care and Wellness Program’s communication about the health/well-being of the participant.</p> <p>Impact % of care receivers/participants enrolled in an evidence-based or evidence-informed dementia/Memory Care and Wellness Program experiencing decreased frequency of problem behaviors (disruptive, depressive, memory). To be collected using caregiver survey.</p> <p>Impact % of caregivers reporting fewer care-related stressors, decreased anger, and more positive experiences on days when their care recipient attended program, than on non-attendance days. To be collected using caregiver survey.</p>

¹ WA State Plan to Address Alzheimer’s Disease and Other Dementias, pgs. 13-14, January 2016.

V. HSD's Commitment to Funding Culturally Responsive Services

In conjunction with the Seattle Race and Social Justice Initiative (RSJI), which is a citywide effort to end institutionalized racism and race-based inequities in Seattle, HSD has developed investment principles that reflect our commitment to funding culturally responsive services to create positive outcomes for service recipients. Agencies applying for investment will demonstrate the capacity to institute these principles through routine delivery of participant-centered and strength-based services that are culturally:

COMPETENT, as demonstrated by “the ability to honor, understand, and respect beliefs, lifestyles, attitudes, and behaviors demonstrated by diverse groups of people, and to diligently act on that understanding”.² It is “the ability to function effectively in the midst of cultural differences. It includes knowledge of cultural differences, awareness of one’s own cultural values, and ability to consistently function with members of other cultural groups”.³

RESPONSIVE to the cultural and linguistic needs of diverse populations. Agencies have the capacity to effectively serve and engage persons of diverse backgrounds. Agencies commit to practicing cultural responsiveness throughout all levels of the program, including policy, governance, staffing, and service model and delivery. Agencies make every effort to recruit and retain a work force (paid and voluntary), and policy-setting and decision-making bodies, that are reflective of the focus populations identified in the theory of change.

RELEVANT in addressing the cultural needs of diverse populations whose models of engagement or cultural standards differ from mainstream practices. Agencies are staffed with people who have the cultural competency to create authentic and effective relationships and provide culturally responsive services for members of specific cultural groups and/or communities of color. Commitment and experience of the agency reflects effective, mutually beneficial relationships with other organizations (such as grassroots or community-based organizations, churches, community networks, etc.) that are reflective of the populations being served.

ACCESSIBLE through language, location, and delivery style. Agencies have the capacity to overcome mainstream barriers and/or provide effective alternative strategies that enable residents to easily access mainstream and nontraditional programs and services.

VI. 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. The Department works closely with our major community partners, including 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.

² Coyne, C. (2001) “Cultural Competency: Reaching Out to All Populations”. PT Magazine, pgs. 44-50.

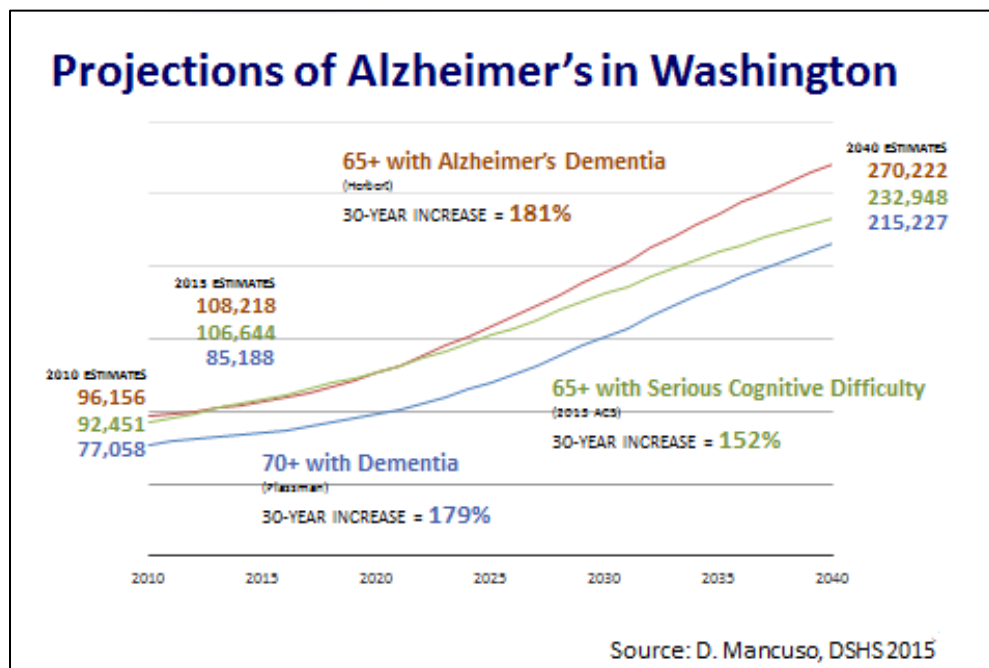
³ York, S. (2003) Roots and Wings: Affirming Culture in Early Childhood Programs. St. Paul, MN: Redleaf Press, pg. 161.

A. Overview of Investment Area

Alzheimer's disease is the sixth leading cause of death in the United States, the third leading cause of death in Washington State, and the third leading cause of death in King County.⁴ The disease is a significant driver of increasing healthcare and long-term care costs, and it takes a devastating toll on the health and well-being of families and caregivers – financially, mentally, and physically.

In Washington state, an estimated 110,000 individuals have Alzheimer's disease or a related dementia.⁵ This number is projected to increase significantly, along with the increase of the age 60 and older population. Over the next 30 years, the number of people age 65 and older with Alzheimer's and dementia will increase by 181 percent.⁶

Most older adults prefer to live at home for as long as possible, and more than 70% of Americans, currently diagnosed with Alzheimer's disease or a related dementia, live at home or in the community, due to the support, or "informal caregiving," they receive from family and friends.⁷ The projected increase in the dementia population will require increased access to dementia-friendly services and supports.



Alzheimer's disease is like other diseases in prevalence, and it disproportionately impacts certain populations by race and ethnicity. Available statistics indicate that in the U.S. older African-Americans are twice as likely as older whites to have Alzheimer's disease and other dementias.⁸ Hispanic/Latinos are about 1.5 times as likely to have dementia.⁹ There is limited data about the prevalence of Alzheimer's disease and other dementias in other racial and ethnic groups, including American Indian/Alaska Natives and Asian-Americans.

Differences in language and culture create heightened barriers to education and support resources for these populations. For example, while undiagnosed Alzheimer's is an issue for all groups, Medicare data indicate that African-Americans are less likely than whites to be diagnosed. And when diagnosed, African-Americans

⁴ Source: Public Health – Seattle & King County; Assessment, Policy Development & Evaluation, 10/2014.

⁵ Washington State Plan to Address Alzheimer's Disease and Other Dementias, January 2016.

⁶ D. Mancuso, DSHS 2015.

⁷ Memory Care and Wellness Services: Efficacy of Specialized Dementia in Adult day Services. The Gerontologist, 2014, Vol. 00, No. 00, pgs. 1-8.

⁸ Washington State Plan to Address Alzheimer's Disease and Other Dementias, January 2016.

⁹ Ibid.

and Hispanic/Latinos are generally diagnosed in later stages of the illness – the impact of this is a higher use of health care services and higher costs.¹⁰ As the U.S. population ages and people of color become a higher proportion of the older population, a higher percentage of those with Alzheimer’s disease will be people of color.

B. Service/Program Model

Dementia adult day services are provided by DSHS approved facilities per [WAC 388-71-0704](#) or [WAC 388-71-0706](#) to ensure that older adults with memory loss maintain independence. Services in adult day facilities may include help with personal care, health monitoring, skilled nursing, social services and activities, education, therapeutic activities, a nutritious meal and snacks, coordination of transportation, first aid, and emergency care.

Dementia Care Services

Programs that offer services for persons with Alzheimer’s or related dementias, and their caregivers, in an adult day care facility must meet requirements for at least one of the following service models.

1) Memory Care and Wellness Services

Memory Care and Wellness Services (MCWS) is an evidence-based program that provides services in an adult day facility for individuals with Alzheimer’s disease or dementia, as well as support to their caregivers. The program is designed to serve individuals with moderate to severe cognitive impairment whose care needs and behaviors make it difficult for them to participate in other existing programs.

The family caregiver must be assessed through Tailored Caregiver Assessment and Referral® (TCARE®) as eligible for respite care services offered through the Family Caregiver Support Program (FCSP). For more information on the guidelines and standards for Memory Care and Wellness Services, refer to the [Memory Care & Wellness Services Standards of Care and Implementation Manual](#). Established adult day program providers (See Section VII – Agency Minimum Eligibility Requirements) who are interested in providing MCWS can receive training offered by DSHS in 2018.

Service Components

Memory Care and Wellness Service program components must include, as defined in the [Memory Care & Wellness Services Standards of Care and Implementation Manual](#):

- A staffing ratio of 1:4.
- MCWS training for staff as required by the state.
- Enhanced professional staffing, including social services, nursing, and occupational/speech therapy.
- A program operating at least 2 days a week, and at least 5 hours per day.
- Assessment and care planning for both the participant and caregiver.
- A program of specialized activities and exercise for participants (i.e. Enhanced Mobility).
- Involvement of the caregiver in care planning for the participant.
- Caregiver support, including information and referral services.

2) Other Dementia-Specific Adult Day Service Model

Some programs have elements of MCWS for individuals with Alzheimer’s disease or a related dementia, including support for caregivers, but may not be following the MCWS standards. In order to apply for this RFQ, program specifications must include therapeutic activities that maximize functional performance in areas such as cognition, health, mood, and behavior.

¹⁰Ibid.

Program Specifications and Service Components

- Meets agency minimum eligibility requirements (See Section VII).
- Maintains a staff to client ratio of at least 1:4 on site.
- Staff have adequate skills, education, and experience to serve the population, including enhanced professional staffing in the areas of social services, nursing, and occupational/speech therapy.
- A program operating at least 2 days a week, and at least 4 hours per day.
- Evidence-based or evidence-informed interventions for clients with Alzheimer's or related dementia.
- Ongoing dementia-specific training for staff.
- Includes an evidence-based or evidence-informed exercise component, such as Staying Active & Independent for Life (SAIL); Tai Ji Quan: Moving for Better Balance, etc., that is offered daily, or at least two days per week.
- Able to safely serve clients with Alzheimer's or a related dementia.

C. Criteria for Eligible Clients

Dementia Adult Day Services

Clients are eligible for dementia adult day care services in a facility if they meet the following criteria:

- Have a diagnosis of Alzheimer's or related dementia;
- Age 60 and older;
- Resident of King County;
- Live at home (not in a DSHS approved care facility);
- Assets do not exceed \$10,000 for one person or \$15,000 for a couple (SCSA funding only);
- Have moderate to severe cognitive and behavior issues that make it difficult to participate in other existing programs;
- Caregivers providing 40+ hours per week of care and are assessed through TCARE® as eligible for respite care services (MCWS program only).

D. Priority Community and Focus Population

Priority communities 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.).

Priority communities for this investment opportunity include:

- Older adults age 60 and older who live in King County and are diagnosed with Alzheimer's disease or a related dementia.
- Caregivers who support older adults with Alzheimer's disease or related dementia.

Focus populations are identified as specific racial or ethnic groups within the priority community and with data showing the highest disparities in the investment area. Priority communities and focus populations for this funding are based on HSD's Results-Based Accountability Framework and ensures that the department's investments are dedicated to addressing disparities in the population.

Given the data provided, focus population(s) for this investment opportunity are:

- Black/African American
- Hispanic/Latino
- Alaska Native/American Indian
- Asian American

Applicants should demonstrate an intention and plan to address the disparities associated with the focus populations of individuals with Alzheimer’s disease or other dementias and their caregivers. Proposals that clearly describe a plan to address significant needs among other populations will also be considered.

E. Expected Investment Outcomes and Performance Commitments

The result of dementia adult day services is all older adults experience stable health and are able to age in place. HSD anticipates the programs will serve the focus populations and result in the following performance measures:

Program	Performance Measures/Commitments
Memory Care & Wellness Services And Other dementia specific adult day service model	<ul style="list-style-type: none"> • # of care receivers/participants enrolled in an evidence-based or evidence-informed dementia/Memory Care and Wellness Program. • # (and %) of caregivers reporting satisfaction with an evidence-based or evidence-informed dementia/Memory Care and Wellness Program’s communication about the health/well-being of the participant. • % of care receivers/participants enrolled in an evidence-based or evidence-informed dementia/Memory Care and Wellness Program experiencing decreased frequency of problem behaviors (disruptive, depressive, memory). • % of caregivers reporting fewer care-related stressors, decreased anger, and more positive experiences on days when their care recipient attended program, than on non-attendance days.

VII. Agency Minimum Eligibility Requirements

Applications for this RFQ will be accepted from any legally constituted entities that meet the following minimum eligibility requirements:

- Applicant must be a DSHS approved adult day facility per [WAC 388-71-0704](#) or [WAC 388-71-0706](#) with at least two years operational experience.
- Applicant must meet all licensing requirements that apply to its organization. Companies must license, report and pay revenue taxes for the Washington State Business License (UBI#) and Seattle Business License, if they are required by the laws of those jurisdictions.
- Applicant must have a Federal Tax ID number/employer identification number (EIN) to facilitate payments from the City of Seattle to the provider.
- Applicant must be incorporated as a private non-profit corporation in the State of Washington and must have been granted 501(C) (3) tax exempt status by the United States Internal Revenue Service, the applicant’s 501(C) (3) status must be in good standing and must not have been revoked in the previous calendar year.
OR
- Applicant is a federally-recognized Indian tribe in the State of Washington
OR
- If the applicant is a public corporation, commission, other legal entity or authority established pursuant to RCW 35.21.660 or RCW 35.21.730, the applicant’s status as a legal entity must be in good standing and must not have been revoked in the previous calendar year.

VIII. Client Data and Program Reporting Requirements

Agencies must be able to collect and report client-level demographic and service data as stated in any resulting contract. Agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases.

Agencies must have the ability to submit reports electronically to ADS. Current data specifications are available on the ADS website (www.agingkingcounty.org; click "Service Providers" then "Reporting Requirements").

IX. Contracting Requirements

- Any contract resulting from this RFQ will be between the City of Seattle, through its Human Services Department, and the applicant agency (referred to as "Contractor" in this section).
- Contracts may be amended to ensure that services and outcomes align with the community needs or due to availability of funding.
- Contractors will be required to comply with the Terms and Conditions of the Human Services Department Master Agency Services Agreement (MASA). These requirements shall be included in any contract awarded as a result of the RFQ and are not negotiable. A copy of the MASA is available on [HSD's Information for Grantees web page](#).
- HSD will attach Exhibits and Attachments to all resulting contracts which will further specify program terms, rules, requirements, guidelines and procedures.
- Contractors will be required to maintain books, records, documents, and other evidence directly related to performance of the work in accordance with Generally Acceptable Accounting Procedures. The City of Seattle, or any of its duly authorized representatives, shall have access to such books, records and documents for inspection, audit, and copying for a period of seven (7) years after completion of work.
- Contractors must complete all required reports and billing documentation as stated herein and in any resulting contract. Reimbursement will be contingent upon receipt and approval of required reports. Additional data may be required for audit or evaluation purposes.
- All programs funded through this RFQ must publicly recognize HSD's contribution to the program.
- Contractors will maintain a commercial general liability insurance policy with a minimum limit of \$1,000,000, naming the City of Seattle as insured.
- Contractors must have the capacity to protect and maintain all confidential information gained by reason of any resulting contract against unauthorized use, access, disclosure, modification or loss.
- Contractors must be able to collect and report data as described in Section VIII.
- Funding for these programs is provided by the Washington State Department of Social and Health Services (DSHS) Aging and Long Term Support Administration (AL TSA) and the City of Seattle. Agencies awarded a contract through this RFQ will be required to comply with the program rules, regulations, policies, and procedures disseminated by DSHS and the City as communicated by HSD/ADS to the awarded contractor.

- Modifications to certain program policies and procedures may occur during the contracted period. HSD/ADS will inform the awarded contractor of any such changes. HSD/ADS also has the flexibility under State guidelines to modify certain program and procedures as needed before or during the contracted period.

X. Selection Process

This RFQ is competitive. All interested parties must submit a complete application packet (as outlined in Section IV of the Application Instructions and Materials) by the deadline to be considered for funding. All completed applications turned in on or before the deadline that meet the minimum eligibility requirements (as outlined in Section VII of the Guidelines and Application) will be reviewed and individually scored by members of the rating committee.

Applications not meeting requirements of minimum eligibility or application completeness will be deemed ineligible and will be eliminated from further consideration. HSD reserves the right to seek clarification and accept or waive any nonmaterial irregularities or informalities in determining whether or not an application is eligible.

Eligible and complete applications will be rated based on the criteria for providing the required services outlined in the Guidelines and Application materials. HSD reserves the right to contact the primary contact person listed on the agency's completed Application Cover Sheet (Attachment 2) to clarify application contents. HSD also reserves the right to schedule and conduct interviews and/or site visits with some or all applicants prior to forwarding funding recommendations to the HSD Director. Following the rating process, including interviews if any, the rating committee will forward its funding recommendations to the HSD Director for final decision regarding the award(s). Notification of investment awards will be sent to the Executive Director of the applicant agency (or similar level agency management staff indicated on the application cover sheet).

Due to the competitive nature of this RFQ, beyond any scheduled information or help sessions offered by HSD, no individual technical assistance will be provided until the appeals process has closed. Applicants may not rely on oral communication from HSD staff at any information session, interview, site visit or otherwise and must review all written materials and addendums related to this RFQ.

HSD reserves the right to make an award(s) without further discussion of the proposal submitted. Therefore, the application should be submitted on the most favorable terms. If the application is selected for funding, applicants should be prepared to accept the proposed terms for incorporation into a contract resulting from this RFQ.

HSD also reserves all rights not expressly stated in the RFQ, including making no awards or awarding partial funding and negotiating with any proposer regarding the funding amount and other terms of any contract resulting from this RFQ.

XI. Appeal Process

An applicant is any legal entity that has responded to a formal funding process conducted by the City of Seattle Human Services Department in soliciting applications for the provision of defined services. Applicants have the right to protest or appeal certain decisions in the award process made by HSD.

The following outlines the opportunities for applicants to appeal a decision made by HSD at two distinct points in the funding process:

1. **Minimum Eligibility Screening Appeal Process:** This process is applicable to applicants notified by HSD that their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding opportunity, and therefore will not be reviewed for funding consideration.
2. **Post-Notice of Award Appeal Process:** This process is applicable to applicants notified by HSD of the final status of their application, as determined by the HSD Director, upon the conclusion of the review and rating process.

While the grounds for appeals and deadlines differ, both processes will follow the same appeal format and content requirements and decision process, except as otherwise stated herein.

Minimum Eligibility Screening Appeal Process

Grounds for Appeals:

This process applies only to applicants wishing to appeal a decision regarding failure to submit a complete application or failure to meet the minimum eligibility requirements outlined in the funding opportunity. An appeal will only be determined to have merit if the applicant proves that the application submitted was complete, did meet the minimum eligibility requirements, qualification, and formatting standards, and that the initial determination of ineligibility was in error. No additional information or details not included in the original application will be considered.

Appeals Deadlines:

1. The Human Services Department will notify applicants in writing if their application was incomplete and/or did not meet the minimum eligibility requirements outlined in the Guidelines and Application document for the specific funding opportunity.
2. Any applicant wishing to appeal must submit a written appeal to the HSD Director within five (5) business days from the date of the written notification by HSD.
3. The HSD Director will review the written appeal and may request additional oral or written information from the appellant organization. A written decision by the HSD Director will be made within ten (10) business days of the receipt of the appeal. The HSD Director's decision is final.
4. HSD will not finalize a contract resulting from the solicitation until the appeal process has closed; however, an appeal based upon an application's incompleteness or failure to meet minimum eligibility requirements will not prevent HSD from moving forward with the review and rating process for other applications. HSD reserves the right to issue an interim contract for services to meet important client needs.

Post-Notice of Award Appeal Process

Grounds for Appeals:

Only an appeal alleging an issue concerning the following subjects shall be considered:

- A matter of bias, discrimination or conflict of interest.
- Violation of policies or failure to adhere to guidelines or published criteria and/or procedures established in a funding opportunity.

Appeals Deadlines:

1. The Human Services Department will notify all applicants in writing of the final status of their application. For awarded applications, if appropriate, the level of funding to be allocated will be stated.

2. Any applicant wishing to appeal a decision regarding award must submit the appeal in writing to the HSD Director within ten (10) business days from the date of the written notification by HSD.
3. The HSD Director will review the written appeal and may request additional oral or written information from the appellant organization. A written decision by the HSD Director will be made within ten (10) business days of the receipt of the appeal. The HSD Director's decision is final.
4. HSD will not finalize a contract resulting from the solicitation until the appeal process has closed; however, HSD reserves the right to issue an interim contract for services to meet important client needs.

Appeal Format and Content:

A notice to HSD staff that an applicant intends to appeal does not reserve the right to an appeal. The applicant must file an appeal within the required deadline and follow the proper format. A casual inquiry, complaint or an appeal that does not provide the facts and issues, and/or does not comply with the form, content or deadline herein, will not be considered by the Department or acted upon as an appeal.

All appeals shall be in writing and state that the applicant is submitting a formal appeal. Deliveries by hand, mail or email are acceptable methods. HSD is not responsible for ensuring that an appeal is received within the appeal deadlines. If HSD does not receive the appeal by the deadline, the protest will be rejected.

Appeals must be addressed to:

Catherine Lester, Director
Seattle Human Services Department
700 5th Avenue, Suite 5800
P.O. Box 34215
Seattle, WA 98124-4125

Email: Catherine.Lester@seattle.gov

Include the following information and any additional information you would like considered in the appeal. Failure to provide the following information may result in rejection of the appeal if the materials are not sufficient for HSD to adequately consider the nature of the appeal:

1. Agency name, mailing address, phone number and name of individual responsible for submission of the appeal;
2. Specify the funding opportunity title;
3. State the specific action or decision you are appealing;
4. Indicate the basis for the appeal including specific facts;
5. Indicate what relief or corrective action you believe HSD should make;
6. Demonstrate that you made every reasonable effort within the funding process schedule to resolve the issue, including asking questions, attending information sessions, seeking clarification and otherwise alerting HSD to any perceived problems; and
7. Signed by the Agency's Executive Director or similar level agency management staff.

Appeals Process:

Within two (2) business days of receiving an appeal according to the appeals submission process outlined herein, the applicant will receive a receipt from the HSD Director's Office notifying the applicant of the date, time and method by which the appeal was received. If the applicant does not receive a receipt within two business days, it should be assumed that HSD did not receive the appeal and it will therefore not be considered.

The HSD Director will review the appeal. All available facts will be considered and the HSD Director shall issue a final decision. This decision shall be delivered in writing by email or mailed letter to the individual making the appeal and the Agency's Executive Director or similar level agency management staff who signed the appeal.

Each written determination of the appeal shall specify whether the HSD Director:

1. Finds the appeal lacking in merit and upholds the City action; or
2. Finds only immaterial or harmless errors in HSD's funding process and therefore rejects the appeal; or
3. Finds merit in the appeal and:
 - a. **For the Minimum Eligibility Screening Appeal Process:** proceeds with inclusion of the original application, as submitted, in the application review and rating process. (This does not guarantee an award from the funding process, but rather allows the originally rejected application to re-enter the evaluation process for funding consideration.)
 - b. **For the Post-Notice of Award Appeal Process:** states the appropriate action, which may include but is not limited to rejecting all intended awardees, making partial award, re-tabulating scores, or any other action determined by the HSD Director.

If HSD finds an appeal without merit, HSD may continue with the funding process (contract execution). Even if the appeal is determined to have merit, HSD may issue an interim contract for services to meet important client needs. Nothing herein shall diminish the authority of HSD to enter into a contract, whether an appeal action or intention to appeal has been issued or otherwise.



**City of Seattle
Human Services Department**

**2017
Dementia Adult Day Facilities
Request for Qualification**

APPLICATION

Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2017 Dementia Adult Day Facilities Request for Qualification (RFQ). The RFQ Guidelines is a separate document that outlines the RFQ award process and provides more details on the service and funding requirements.

I. Submission Instructions & Deadline

Completed application packets are due by 12:00 p.m. on Friday, October 6, 2017.

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 Friday, October 6, 2017. *Late or incomplete proposals or proposals that do not meet the minimum eligibility requirements outlined in this RFQ 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
RFQ Response – Dementia Adult Day Facilities
Attn: Karen Winston, RFQ Coordinator

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

Address 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 RFQ, including any clarifying information requested by HSD. Do not include a cover letter, brochures, or 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 or word processed 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.

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 (30 points)

1. Describe your program model and outline the key service components in your program. Include when and where (locations, times, days of week, etc.) services will be delivered and by whom.
 - Describe how these service components will help your program achieve the required outcomes and deliverables.
 - If building staff capacity to provide dementia services, include a specific timeline and training plan.
2. Describe the focus population(s) and priority community(ies) to be served.
 - Describe how your program will recruit the focus population(s) and priority communities listed in Sections IV and VI of the funding Guidelines and any other priority community(ies) or focus 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.
3. Describe how you will solicit and incorporate input from the priority community(ies) or focus population(s) into your program and ongoing services.
4. 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.

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

- Applicant presents a thorough description of the dementia adult day service program that includes an understanding of the service components and evidence of likely success in meeting outcomes.
- Applicant demonstrates an ability to build upon existing service delivery systems.
- Applicant demonstrates an ability to comply with program requirements.
- Applicant clearly defines the priority community(ies) and focus population(s).
- The program description shows a strong connection with the priority community(ies) and focus population(s) and an understanding of their strengths, needs, and concerns.

- Applicant demonstrates an understanding of the unique characteristics and experiences of the priority community(ies) and focus population(s).
- Applicant demonstrates a plan to incorporate input from priority communities and focus populations.
- The program has a sufficient number of qualified staff (or partners) to deliver the services as described, or a plan to build staff capacity in a short time.

B. CAPACITY AND EXPERIENCE (30 points)

1. Describe your organization’s success providing dementia adult day services or comparable services. 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. If your agency has no experience delivering the Memory Care and Wellness Service, describe any related experience and a plan for rapid development of service capacity, and attach a start-up timeline.
2. Describe your plan for staff recruitment, 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. Describe your organization’s experience with data management – collecting, storing, and analyzing client information and program activities. What is your technical capacity for tracking client information and producing reports?

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

- The program description demonstrates the applicant’s experience in delivering DSHS approved adult day services for at least two years, and (for applicants providing the Memory Care and Wellness Service for the first time) the applicant presents a clear and realistic description and timeline for launching a new service.
- Applicant demonstrates successful experience adapting to changes in funds and community needs.
- Applicant’s 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 program as described.
- Applicant demonstrates an understanding of and capacity for data management and reporting.

C. PARTNERSHIPS AND COLLABORATION (15 points)

1. Describe how the proposed project will collaborate with other agencies/programs to deliver services. What are the benefits of this effort 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 signed letters of intent from any partner providing key program elements. Partnership letters will not be counted toward the 12-page narrative limit.
3. If the proposal includes collaborations and/or partnerships, describe how you will refer clients to other dementia adult day programs and agencies in a proactive, seamless, client-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 has submitted signed letters of intent from partners that describes partnership and/or collaborations.
- Applicant describes how clients will be referred to other programs and agencies in a proactive, seamless, client-friendly manner.

D. CULTURAL COMPETENCY (15 points)

1. Describe your experience providing services to diverse groups, including racial and ethnic minorities, immigrants and refugees, low-income populations, and English language learners. If experience is limited, what steps will you take to provide culturally competent services?
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 program 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?

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

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

E. BUDGET AND LEVERAGING (10 points)

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 service area 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 the clients served by this program.
3. 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 RFQ. Entities without such capabilities may wish to have an established agency act as fiscal agent.
4. 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 community(ies) 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.
- The applicant identifies other funds to be used with any funds awarded from this RFQ for providing the services described in the proposal, and provides evidence that these funds 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 RFQ.
- 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 will be deemed incomplete and will not be rated:

1. A completed and signed two-page Application Cover Sheet (Attachment 2).
2. A completed Narrative response (see Sections II & III for instructions).
3. A completed Proposed Program Budget (Attachment 3).
4. A completed Proposed Personnel Detail Budget (Attachment 4).
5. Roster of your agency's current Board of Directors.
6. Minutes from your agency's last three Board of Directors meetings.
7. 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.
8. Please include all monitoring reports for the past two years.
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 a new Memory Care and Wellness Service (for your agency), attach a start-up timeline.
11. If you are proposing a significant collaboration or subcontract with another agency, attach a signed letter of intent from that agency's Director or other authorized representative.

AFTER MINIMUM ELIGIBILITY SCREENING AND DETERMINATION OF A COMPLETED APPLICATION

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 RFQ 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

2017 Dementia Adult Day Facilities Request for Qualification Application Checklist

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

HAVE YOU....

- Completed and signed the 2-page Application Cover Sheet (Attachment 2)?***
- Completed each section of the Narrative response?**
- 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 RFQ.
 - A completed narrative response addresses all of the following:
 - Program Design Description (30 points)
 - *There should be a separate section for each service component you have selected. To avoid repeating yourself, it is acceptable to refer to a previous service component where appropriate (e.g. "same as previous component").*
 - Capacity and Experience (30 points)
 - Partnership and Collaboration (15 points)
 - Cultural Competency (15 points)
 - Budget and Leveraging (10 points)
- Completed the full Proposed Program Budget (Attachment 3)?***
- Completed the full Proposed Personnel Detail Budget (Attachment 4)?***
- Attached the following supporting documents?***
- Copy of cover-page of DSHS Client Services Contract
 - 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 a new Memory Care and Wellness Service (for your agency), have you attached a start-up timeline for the service, beginning April 1, 2018?***
- 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. on Friday, October 6, 2017**. Application packets received after this deadline will not be considered. See Section I for submission instructions.



City of Seattle
Human Services Department

2017 Dementia Adult Day Facilities Request for Qualification
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 Name:			
9. Funding Amount Requested:			
10. # of clients to be served:			
11. Partner Agency (if applicable):			
Contact Name:			Title:
Address:			
Email:			Phone Number:
Description of partner agency proposed activities:			
12. Partner Agency (if applicable):			
Contact Name:			Title:
Address:			
Email:			Phone Number:
Description of partner agency proposed activities:			

Authorized physical signature of applicant/lead agency

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: _____

**2017 Dementia Adult Day Facilities Request for Qualification
Proposed Program Budget
April 1, 2018 to March 31, 2019**

Applicant Agency Name:	
Proposed Program Name:	

Item	Amount by Fund Source			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) 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.		

**2017 Dementia Adult Day Facilities Request for Qualification
Proposed Personnel Detail Budget
April 1, 2018 to March 31, 2019**

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	Other Fund Source	Total Program
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):					