City of Seattle
Human Services Department

2018
Family Support
Request for Proposal

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GUIDELINES

The City of Seattle Human Services Department (HSD) is seeking applications from organizations interested in providing support services to families with children/youth up to the age of 24 who live in Seattle. The activities funded through this Request for Proposal (RFP) are intended to focus on strengthening and empowering families, so youth successfully transition to adulthood.

This RFP is open to any legally constituted entities that meet the HSD minimum eligibility requirements outlined on the Funding Opportunities Webpage.

Applicants will be funded to provide services that strengthen and empower families in two strategy areas: Systems Navigation Support and Family Management.

1. Systems Navigation Support: training and support to help families learn how to access services and navigate systems on their own.[1]
2. Family Management: training and support to help families build and maintain positive, healthy relationships within their family and with their communities.

This funding is not intended to provide case management or emergency services for families in crisis, or services for young adults, without children, who live independently.

There are three ways to apply for funding through this RFP:
1. Organizations may apply for funding to offer the Systems Navigation Support strategy only;
2. Organizations may apply for funding to offer the Family Management strategy only; or
3. Organizations may apply for funding to offer both strategies.

Organizations funded will become part of a family support network that meets monthly to share best practices and learn from one another, and will participate in training and be offered technical assistance.

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[1] For the purposes of this RFP, a system is defined as the structured delivery of services that are designed to fill a specific need in the community, by an organization or organizations. Examples of systems include but are not limited to: Seattle Police Department, Seattle Public Schools, U.S. Citizenship and Immigration Services and Department of Social and Health Services.

Approximately $2,632,095 is available through this RFP from the following sources:

Fund Sources	RFP Amount
HSD General Fund	$2,632,095
Total	**$2,632,095**

Initial awards will be made for the period of January 1, 2019-December 31, 2019. While it is the City's intention to renew agreements resulting from this RFP on an annual basis through 2022, 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 organizations to help ensure that HSD's Family Support investment supports all youth in Seattle to successfully transition to adulthood.

All materials and updates to the RFP 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 RFP or in complying with any subsequent request by HSD for information or participation throughout the evaluation and selection process.

In addition to an Information Session, HSD staff will provide help to applicants during three scheduled Help Sessions. Interested applicants may sign-up in advance for one 30-minute appointment. For more information regarding the type of help that may be provided, please review Attachment 5.

All organizations whose proposal is complete, on time, and meets minimum eligibility requirements outlined on the HSD Funding Opportunities Webpage, will also be interviewed. Interviews will focus on the organization's proposed program design, experience serving the priority populations and/or focus populations, and cultural competency. The interview will be scored separately from the application.

If you have any questions about the Family Support RFP, please contact the RFP Coordinator, Ann-Margaret Webb, via email at ann-margaret.webb@seattle.gov.

II.   Timeline

Funding Opportunity Released	Friday, February 16, 2018
*Information Session	Wednesday, February 21, 2018 11:30 a.m.-1:00 p.m. 2100 Building, 2100 24th Ave S. Community Room B
Help Session 1 To reserve a 30-minute appointment, please contact: 206-615-0744. Please indicate if you need interpretation or an accommodation. Organizations are required to make an appointment if they wish to attend a help session.	Friday, February 23, 2018 9:30 a.m.-12:00 p.m. (noon) Northgate Community Center 10510 5th Avenue Northeast Meeting Room
Help Session 2	Monday, February 26, 2018 9:00 am-1:00 p.m.

To reserve a 30-minute appointment, please contact: 206-615-0744. Please indicate if you need interpretation an accommodation. Organizations are required to make an appointment if they wish to attend a help session.	2100 Building, 2100 24th Ave S. Community Room B
Help Session 3 To reserve a 30-minute appointment, please contact: 206-615-0744. Please indicate if you need interpretation or an accommodation. Organizations are required to make an appointment if they wish to attend a help session.	Thursday, March 1, 2018 2:00 p.m.-6:00 p.m. Rainier Beach Library, 9125 Rainier Ave S. Meeting Room
Last Day to Submit Questions	Monday, March 19, 2018 by 6:00 p.m.
Application Deadline	Friday, March 30, 2018 by 12:00 p.m. (noon)
Interviews	Monday, May 21, 2018 – Friday, June 1, 2018
Planned Award Notification	Tuesday, July 10, 2018
Contract Start Date	Tuesday, January 1, 2019

*Please contact RFP coordinator for accommodation requests: Ann-Margaret Webb at ann-margaret.webb@seattle.gov.

HSD reserves the right to change any dates or locations 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)[2]. 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.

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 results of: all youth in Seattle successfully transition to adulthood.

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

Family Support Theory of Change

Theory of Change Term	Definition
Population	All youth ages 14-24 years old in Seattle
Desired Result(s)	All youth in Seattle successfully transition to adulthood.
HSD Indicator(s)	% of youth who are in school or working % of school age youth with a trusted adult to talk to
RFP Indicators	% of parents reporting having emotional support
Racial Disparity Data[3]	Black and Latino parents report the least amount of emotional support.[4] On time graduation for Seattle Public Schools (students graduating within 4 years) for the 2015-2016 school year was lowest for Native American/Alaska Native students. Native Hawaiian/Pacific Islander and Hispanic/ Latino students tied for the second lowest graduation rates.[5] American Indian/Alaska Native and Black/African American young adults have the lowest rates of being in school or working.[6] Hispanic/Latino and American Indian/Alaska Native youth report the lowest rates of feeling connected to school or community.[7] **Community Listening Circles Data[8]** Communities identified the following needs: • Services that are based in and accurately reflect their culture. • Services that are offered by respected community organizations. • Assistance understanding systems and how to navigate them, not just referrals. • Support to strengthen and build healthy relationships within the family. • Services that lift families out of poverty.
Population Level Racial Equity Goal(s)	Increase Black and Latino parent's level of emotional support. Increase Hispanic/Latino and American Indian/Alaskan Native children and youth's level of feeling connected to school and community.
Priority Population	Families of color and limited English speaking families with children/youth up to age 24.
Focus Population	Native American/Alaskan Native and Hispanic/Latino families with children/youth up to age 24.

(The left side of the table is labeled vertically: **Population Accountability**)

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[3] Terminology used for the population groups in the Racial Disparity Data and Population Level Racial Equity Goal(s) sections was determined by the data source.

[4] Best Starts for Kids Health Survey, 2017. https://www.kingcounty.gov/depts/community-human-services/initiatives/best-starts-for-kids/dashboards/bskhs-combined.aspx?Shortname=Family%20support%20and%20connection

[5] Washington Office of the Superintendent of Public Instruction.

[6] U.S. Census Bureau, American Community Survey 2010-2014.

[7] Washington Healthy Youth Survey 2010, 2012 & 2014.

[8] Communities who participated in the Listening Circles: members of Khmer Buddhist Temple, students and staff at Interagency school, participants of Red Eagle Soaring theater, kinship care families, East African childcare providers, youth attending Parks & Recreation's Teen Life Center, parents from the World School, immigrant and refugee staff from Muslim Housing Services, staff from Somali Community Services.

	Strategies	I. Systems Navigation Support: training and support to help families learn how to access services and navigate systems on their own.[9] II. Family Management: training and support to help families build and maintain positive, healthy relationships within their family and with their communities. Both strategies will focus on the systems and topics identified by families to be most impactful.
Program Accountability	Activities if RFQ	N/A
	Performance Measures	**Quantity:** # of individuals and families participating in systems navigation support activities. # of individuals and families participating in family management activities. **Quality:** Staff reflect the communities being served (i.e. language, race, ethnicity, sexual orientation, and gender.) Services are tailored to the specific needs of the communities being served and incorporate participant feedback. **Impact:** Adults report increased utilization of systems and services. Parents or guardians have the skills needed to help children and youth transition to the next developmental stage. Individuals and/or families have improved relationships and social connections within their family and/or broader community.
	Racial Equity Performance Measures	% of Native American/Alaskan Native, Black/African American and Latino parents or guardians have the skills needed to help children and youth transition to the next developmental stage. % of Native American/Alaskan Native, Black/African American and Latino individuals and/or families who have improved relationships and social connections within their family and/or broader community.

IV.   Investment Area Background & Program Requirements

The 1970s saw the emergence of family support programs located in communities throughout the United States. A combination of educators, social workers and specialists in related fields worked together to develop free services that supported families, especially parents/guardians. The ability to create programming based on the unique needs of specific communities was an important part of family support services from the beginning. Many of the first family support programs focused on a specific community, such as Latino parents, or a specific family configuration, such as single parents. These family support programs spread during the 1980s, with diverse organizations and communities ranging from tribal councils to preschools adopting the model of strength-based support for families.

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[9] For the purposes of this RFP, a system is defined as the structured delivery of services that are designed to fill a specific need in the community, by an organization or organizations. Examples of systems include but are not limited to Seattle Police Department, Seattle Public Schools, U.S. Citizenship and Immigration Services and Department of Social and Health Services).

Interest in family support services and centers continued to grow in the U.S. through the 1990s, with the support of federal and foundation funding as well as local funding, and the development of guidelines and family support principles. Research and evaluation by foundations and universities followed. The early 21st century has seen family support programs, funded by a combination of public and private dollars, continue to grow along with continued work by the family support profession to explore and evaluate how best to serve and support families.[10]

HSD's funding of family support services goes back to the 1990s. Seattle was the first city in the United States to fund Family Resource Centers (FRC) throughout the city, and HSD has continued to invest in centers as well as family support services in other settings.[11] The majority of family support funding in this RFP was last released in a competitive funding process in 2007; in the years that followed, the local network of HSD-funded FRCs continued to learn from best practices in the field. In 2016 in collaboration with the FRCs, HSD used the Results Based Accountability Framework to more clearly articulate strategies. The goal was to retain the ability to respond to local community needs, while ensuring all FRCs were offering services in each strategy throughout the year. In 2017, the learning continued as HSD joined the National Family Support Network (NFSN), and became connected to funders and administrators of family support services throughout the United States.

A. Overview of Investment Area

The Family Support RFP has been informed by data, a literature review of best practices regionally and nationally, and community engagement listening circles.

Data Trends Around Disproportionality
- Black, Latino, and Asian parents report having the least amount of emotional support.[12]
- On time graduation for Seattle Public Schools (students graduating within 4 years) for the 2015-2016 school year was lowest for Native American/Alaska Natives, Native Hawaiian/Pacific Islanders, and Hispanic/Latino students.[13]
- American Indian/Alaska Native and Black/African American young adults have the lowest rates of being in school or working.[14]
- Native American/Alaska Native, Asian and Black/African American middle and high school students have the lowest percentages of having an adult to talk to about something important.[15]
- Hispanic/Latino and Native American/Alaska Native students have the lowest percentages of feeling connected to school or community.[16]

Best Practices Identified in Literature Review
The following best practices for family support services were identified from the literature review and incorporated into the Family Support RFP:
- services should support families' ability to independently access and understand the increasing number of services and systems they need to interact with,
- specific services should be designed for different ages, family configurations (including but not limited to single parents, LGBTQ parents, and fathers), and cultural groups rather than generic, one size fits all offerings,
- services should include multi-generational approaches that involve grandparents and other adult caregivers, as well as parents and children, and

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[10] Langford, Judy (2009). The Role of Support in an Integrated Early Childhood System. Center for the Study of Social Policy.
[11] Langford, Judy (2009). The Role of Support in an Integrated Early Childhood System. Center for the Study of Social Policy.
[12] Public Health Seattle-King County. Best Starts for Kids Health Survey, 2017.
[13] Washington Office of the Superintendent of Public Instruction
[14] U.S. Census Bureau, American Community Survey 2010-2014.
[15] Washington State Healthy Youth Survey, 2010, 2012, 2014.
[16] Washington Healthy Youth Survey 2010, 2012, 2014.

- services should be designed and delivered by the community being served.

Best Practices Identified in Community Engagement Listening Circles
In 2017, HSD staff conducted over 25 community engagement listening circles to inform three funding processes, including the Family Support RFP. Community members were asked questions related to safety, nutrition, supporting families, and the impact of discrimination on their lives. The needs identified by communities were very closely related to the best practices identified through the literature review, and in many cases, were identical.

- Communities requested help understanding and navigating systems, specifically systems that impact their children.[17] Listening Circle participants described situations where they, or their neighbors, were unsure how and where to request assistance in emergency and non-emergency situations, and lacked understanding of the many different related systems that provide services to residents.
- A train the trainer model, where community members learn how to navigate systems independently, and then share that knowledge with others in their community, was identified as a preferred model that could result in entire communities being empowered to navigate systems independently.
- Communities repeatedly expressed their preference for services created and provided by organizations and individuals who share their culture and language, and meet the needs of all family compositions (single parent, kinship care givers, etc.).
- Support to strengthen and build healthy relationships within the family was requested by youth and adults.
- A multigenerational approach was identified as a preferred, culturally competent model for many services.

B. Service/Program Model

Through this RFP, HSD seeks to invest in services that support and empower families, and build on family and community strength and assets. This funding is not intended to provide case management or intervention/emergency services for families in crisis. HSD has identified two strategies that will be funded through this RFP. Organizations may choose to apply for one or both strategies.

1. Systems Navigation Support: training and support to help families learn how to access services and navigate systems on their own. The purpose of Systems Navigation Support is for families to ultimately navigate systems independently; this strategy is not intended to be a referral service.

   Through this strategy, organizations will help families learn to independently negotiate complex systems that provide needed services. These systems include but are not limited to City and County, education, employment, federal and state social services, health, immigration, law enforcement, and emergency response systems. This support should include at a minimum:
   - information about the rights and responsibilities of families within systems;
   - the purpose of systems, or what function they serve for families; and
   - when and how systems should be utilized.

   The systems your organization focuses on should be identified and prioritized by the communities you serve.

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[17] For the purposes of this RFP, a system is defined as the structured delivery of services that are designed to fill a specific need in the community, by an organization or organizations. Examples of systems include the Seattle Police Department, Seattle Public Schools, U.S. Citizenship and Immigration Services and DSHS.)

2. Family Management: training and support to help families build and maintain positive, healthy relationships within their family and with their communities. Examples of the type of needs that could be covered under this strategy include but are not limited to the following:
   - needs of kinship care providers[18]
   - parent-to-parent relationships
   - the challenge of parenting in a new country
   - how parents can address discrimination their children may encounter
   - parent and child relationships
   - parenting different developmental stages/ages of children
   - parenting support for all parents and guardians, including but not limited to fathers and male guardians, LGBTQ families, and families with disabilities
   - family communication
   - parenting with a cultural lens/supporting children's learning about their family's culture and language

HSD recognizes that to attract families to services for further engagement, and enable them to participate in ongoing service planning and evaluation, there needs to be funding for outreach, recruitment, gathering participant and community feedback, and for base-line expenses. Organizations may include these activities in their budget.

C. Criteria for Eligible Clients

To be eligible to receive services funded by this RFP, families must live in Seattle city limits. For the purposes of this RFP, family is defined as one or more adults raising children/youth up to the age of 24. This funding is not intended to provide services for young adults, without children, who live independently.

D. Priority Populations and Focus Populations

Priority populations and focus populations for this RFP are based on HSD's Results-Based Accountability Framework, and ensure that the department's investments are dedicated to addressing disparities. Priority populations are identified as a group (or groups) comprising a specific demographic or having a specific issue in common. Focus populations are identified as specific racial or ethnic groups within the priority populations and with data showing the highest disparities in the investment area.

Family Support RFP	
Priority Populations	Families of color and limited English speaking families with children/youth up to age 24.
Focus Populations	Native American/Alaskan Native and Hispanic/Latino families with children/youth up to age 24.

In addition to the priority populations and focus populations noted above, proposals that clearly describe a plan to address significant needs among other populations will also be considered.

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[18]For this RFP, kinship care providers are defined as relatives (other than parents) or family friends who are caring for children/youth up to the age of 24, because their parents are unable to do so. This caregiving includes formal and informal custody arrangements.

E. Expected Service Components

Service Delivery
Funded organizations will be expected to provide services throughout the year. The intensity and frequency of service delivery should be in alignment with the needs of the populations to be served and the type of service to be offered, as described in the organization's application.

HSD is interested in hearing from organizations how they would implement the Systems Navigation Support and Family Management strategies for the populations they serve, to achieve the outcomes listed in this RFP.

Community Outreach
Organizations should have a realistic plan to recruit families from the populations they will serve. Organizations should also have a plan to involve families and community members in ongoing service design and delivery, to ensure there is continued improvement and that services remain grounded in the culture and languages of those being served.

Participation in Training, Technical Assistance, and Network Meetings
Organizations will be required to participate in training, as outlined by HSD. Training may focus on data management, best practices, evaluation, or other topics identified by HSD or the organization. Organizations will be required to work with HSD staff and other funded organizations, and be willing to accept technical assistance as needed. Participating in monthly family support network meetings will be required. Organizations will be asked to share their successes and challenges with other network members as part of a learning environment that fosters continuous improvement.

F. Expected Performance Commitments

The result of family support investments is all youth in Seattle successfully transition to adulthood. HSD anticipates the services funded will have a specific focus towards making positive impact for the priority populations and/or focus populations, as well as other Seattle families, and result in the following performance measures:

Quantity
# of individuals and families participating in systems navigation support activities.
# of individuals and families participating in family management activities.

Quality
Staff reflect the communities being served (i.e. language, race, ethnicity, sexual orientation and gender.)
Services are tailored to the specific needs of the communities being served and incorporate participant feedback.

Impact
% of adults report increased utilization of systems and services.
% of adults have the skills needed to help children and youth transition to the next developmental stage.
% of adults report improved relationships and social connections within their family and/or broader community.

G. Description of Key Staff

Staff should be culturally and linguistically competent, and have experience working with families from the priority and focus populations. Staff should possess an understanding of the cultural backgrounds, needs, and challenges of the populations they will serve.

H. Family Support 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:

The organization shall maintain written criminal background check policies and procedures that comply with all applicable federal, state and local laws and regulations, and shall keep records demonstrating compliance. Such policies and procedures shall include provisions for screening job applicants and volunteer candidates who may have unsupervised access to vulnerable adults (as defined in RCW 43.43.830), and participants younger than 18 years old. The organization's criminal background check policies, procedures and records shall be available for review upon request by City staff.

Client surveys created by HSD will be used by organizations to measure the performance measures in the Theory of Change. Organizations will be required to survey participants. Only adults who participate in activities related to the strategy(ies) will be surveyed. Children will not be surveyed. Of the participants surveyed, a significant percentage must report positive outcomes for the organization to receive payment. The exact percentage will be consistent across all contracts and be determined during contract negotiations for successful applicants. These results will be used to support agency technical assistance and to continue evaluating the quality of services.

In addition to the surveys, organizations must be able to collect and report client-level demographic and service data as stated in any resulting contract. Organizations will be required to use the Efforts to Outcomes (ETO) database, or another database identified by HSD. Organizations will be required to submit data monthly. Organizations must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases.

City of Seattle
Human Services Department

2018
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APPLICATION
Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2018 Family Support Request for Proposal (RFP). The RFP Guidelines is a separate document that outlines the RFP award process and provides more details on the service and funding requirements.

I.   Submission Instructions & Deadline

Completed application packets are due by <u>12:00 p.m. (noon) on Friday, March 30</u>.

Application packets must be received in person or by using HSD's Online Submission System. No faxed or e-mailed proposals will be accepted. Proposals must be received and date/time stamped by the 12:00 p.m. (noon) deadline on Friday, March 30, 2018. *Late or incomplete proposals or proposals that do not meet the minimum eligibility requirements outlined in this RFP 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 U.S. Mail: The application packet can be <u>hand-delivered</u> or mailed to:

> Seattle Human Services Department
> RFP Response–Family Support
> Attn: Ann-Margaret Webb
>
> *Delivery Address*   *Mailing Address*
> 700 5th Ave., 58th Floor   P.O. Box 34215
> Seattle, WA 98104-5017   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 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 core narrative may not exceed a total of 3 pages. Each strategy specific narration should not exceed 6 pages. Pages which exceed the page limitation will not be included in the rating. Attachments required by HSD do not count toward the page limit.

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

The application consists of core narrative questions, which all organizations must complete. There are also strategy specific narrative questions for each of the two strategies this RFP will fund. In addition to the core narrative questions, organizations must complete the strategy specific narrative questions for the strategies they wish to receive funding to implement. Organizations may apply for one, or both, of the strategies.

Core Narrative Questions

Write a narrative response to sections A – C. <u>Answer each section completely.</u> Do not exceed a total of 3 pages for sections A – C combined. All organizations must answer these core narrative questions once, in addition to the strategy specific narrative questions for the strategy(ies) they are requesting funding to implement.

CORE NARRATIVE QUESTIONS
A. Populations (15 points)   Describe the characteristics and experiences of the specific population(s) you intend to serve. Identify their strengths, assets, challenges, and concerns. Describe how you will recruit these populations, and how you will address any barriers that might prevent them from accessing your services (barriers could include language, transportation, or other things). If the population to be served is not listed as a priority community or focus population for this RFP, describe the significant need this population has that you intend to address, and how they are disparately impacted.   ***Rating Criteria – A strong application meets all of the criteria listed below.***   • The program description shows a strong understanding of the population(s) the applicant will serve, and an understanding of their unique characteristics, experiences, strengths, needs, and concerns.   • Populations to be served are from the priority and/or focus populations listed in the Guidelines. If the applicant intends to serve populations not listed as priority or focus for this RFP, they have provided specific details and data that clearly describe a significant need and disparate impact.
B. Data and Financial Management (10 points)   Collecting, storing, analyzing, and reporting client and program data every month will be a requirement for all organizations. Describe your organization's experience with data management. What is your technical capacity for tracking client and program information and producing reports? Who will be responsible for collecting data, entering it into the database, and submitting the data every month to HSD?

Describe your organization's financial management system. How does your organization 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 RFP? If your organization doesn't have these capabilities, please indicate the established organization you have selected to act as your fiscal agent.

HSD reimburses organizations for expenses once a month, after the invoice is submitted. How will your organization meet program expenses prior to reimbursement?

Rating Criteria – A strong application meets all of the criteria listed below.
- Applicant demonstrates an understanding of and capacity for data management and reporting.
- 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 RFP, or has identified a fiscal agent who can do so.
- The applicant demonstrates the capability to meet program expenses in advance of reimbursement.

C. Cultural Competency (15 points)
Describe your organization's experience providing culturally and linguistically relevant services to the priority and focus populations you would be serving. If your organization's experience with these populations is limited, what steps will you take to provide culturally and linguistically competent services? Describe your understanding of why there are disadvantaged populations which require a specific focus.

Describe how your organization's staff and board members represent the cultural, linguistic, and socio-economic background of the families in the priority and focus populations who will be receiving services from your organization.

Describe how your organization makes sure the culture and language of the families you serve is present in the design and delivery of your services. Provide specific examples.

Rating Criteria – A strong application meets all of the criteria listed below.
- Applicant has a proven track record of providing culturally and linguistically relevant services to diverse priority and focus population(s).
- Applicant understands why there is a need for priority and focus population in the RFP.
- Applicant's staff and Board of Directors reflects the cultural and linguistic characteristics of the priority and focus population(s).
- Applicant provides specific examples of how the culture(s) and language(s) of the families being served is incorporated into the services.

Total= 40 points

Systems Navigation Support Strategy Narrative Questions
If your organization is requesting funding for this strategy, write a narrative response to sections A – D. Answer each section completely. Do not exceed a total of 6 pages for sections A – D combined.

NARRATIVE QUESTIONS FOR SYSTEMS NAVIGATION SUPPORT STRATEGY
A. Program Design Description *(20 points)*   Describe the services your organization will offer to meet the outcomes for the Systems Navigation Support strategy described in the Guidelines Section IV, and how you came to know these services are needed in your community. Include in your description which systems your organization will focus on, and why they were selected.

Indicate the communities or populations you will serve, how many families and/or individuals you will serve, and where, when, and how often you will offer the services (specific location, times, days of the week, etc.). Indicate which, if any, of the services are new for your organization. If you will be offering new services, attach a startup timeline. (This timeline will not count toward the 6-page narrative limit.)

Describe how you will serve multiple generations with these services, as well as fathers and male caregivers, who are traditionally underserved by family support services. Describe how you will develop and implement services that fit the needs of a variety of families, including but not limited to kinship families, LGBTQ families, and families with disabilities.

Rating Criteria – A strong application meets all of the criteria listed below.
- Applicant presents a clear and detailed description of the services that will be implemented to meet performance measures, including information about location, frequency, scheduling of services and how many participants will be served.
- Applicant includes systems they plan to focus on, and how and why those systems were selected.
- If applicant indicates they will be offering new services, a startup timeline is attached.
- There is a specific plan to involve multiple generations, fathers, and male caregivers.
- Applicant clearly describes how they will meet the needs of a variety of families from the populations and communities they have indicated they will be serving.

B. **Capacity and Experience** *(20 points)*
   The goal of the Systems Navigation Support strategy is to help families learn how to access services and navigate systems on their own; it is not intended to be a referral service. Provide specific examples that demonstrate your organization's experience helping prepare families to access services and navigate systems <u>independently</u>. What successes and challenges have you experienced? What systems did you focus on (education, law enforcement, health, or others)?

   List the job duties for each staff position needed to coordinate or implement services funded by this RFP. Describe how the staff in these positions possess the cultural and linguistic competency to work with the populations you will be serving. Describe the experience staff in these positions have working with families from the populations you will be serving. If you will need to hire staff, provide a timeline that demonstrates how you will be able to be fully staffed and offering services by the January 1 contract start date.

   Complete the Proposed Personnel Detail Budget (Attachment 4). (This budget worksheet will not count toward the 6-page narrative limit.)

Rating Criteria – A strong application meets all of the criteria listed below.
- The examples and description provided demonstrate the applicant's experience helping to prepare families to access services and navigate systems independently.
- The staff of the organization have the necessary cultural and linguistic skills to successfully work with the populations the organization will be serving. If staff need to be hired, a timeline has been included.

C. **Partnerships and Collaboration** *(10 points)*
   <u>Partnerships with community</u>
   Describe how you will partner with community members from the populations you have indicated you will serve, as well as participating families. Provide specific examples of how these partnerships will influence the design, implementation, and ongoing improvement of services.

Partnerships with other organizations
Describe how you will partner with other organizations or programs. How will the families benefit from these partnerships?

Please provide signed letters of intent from any partner providing significant resources for the services you are requesting HSD fund through this RFP. The letter(s) should describe the specific resource the partner(s) will provide. For the purposes of this RFP, significant resources are defined as something that is crucial to the program, without which your organization would not be able to provide services. Examples of significant resources include but are not limited to meeting room space, staff (including trainers/teachers/agencies with subject matter expertise), or transportation. (Partnership letters of intent will not count toward the 6-page narrative limit).

Rating Criteria – A strong application meets all of the criteria listed below.
- Applicant provides specific details that clearly demonstrate participant and community involvement in the development of service design and delivery, and a clear, realistic plan to gather and use participant and community feedback to strengthen and improve services.
- Applicant describes effective partnerships and collaborations with other organizations that enhance service quality, expand the resources available to participants and in general, provide a benefit to participants.
- Applicant has submitted signed letters of intent for those partners providing significant resources, and the letters provide a clear description of the resources the partners will provide.

D. Budget and Leveraging (10 points)
Complete the Proposed Program Budget (Attachment 3). The costs reflected in this budget should be for the service area covered by this RFP only, not your total organization's budget. (This budget worksheet will not count toward the 6-page narrative limit).

Describe how the funds you are requesting will be used. Identify other resources and funds that will be used to provide the services you have described in your application.

Rating Criteria – A strong application meets all of the criteria listed below.
- Costs appear to be reasonable and appropriate given the nature of the service, the populations to be served, the proposed level of service, and the outcomes.
- The proposed service appears to be cost effective given the type, quantity, and quality of services.
- The applicant identifies other funds they will use for the services they have described in their application, as well as any funds they receive from this RFP.

Total = 60 points

Family Management Strategy Narrative Questions
If your organization is requesting funding for this strategy, write a narrative response to sections A – D. <u>Answer each section completely.</u> Do not exceed a total of 6 pages for sections A – D combined.

NARRATIVE QUESTIONS FOR FAMILY MANAGEMENT STRATEGY
A. Program Design Description *(20 points)* Describe the services your organization will offer to meet the outcomes for the Family Management Support strategy described in the Guidelines Section IV, and how you came to know these services are needed in your community. Describe the classes, workshops, or other programming you will provide, and the topics that will be addressed.

Indicate which, if any, of the services are new for your organization. If you will be offering new services, attach a startup timeline. (This timeline will not count toward the 6-page narrative limit.)

Indicate the populations you will serve, how many families and/or individuals you will serve, and where, when and how often you will offer the services (specific location, times, days of the week, etc.).

Describe how you will serve multiple generations with these services, as well as fathers and male caregivers, who are traditionally underserved by family support services. Describe how you will develop and implement services that fit the needs of a variety of families, including but not limited to kinship families, LGBTQ families, and families with disabilities.

Rating Criteria – A strong application meets all of the criteria listed below.
- Applicant presents a clear and detailed description of the services that will be implemented to meet performance measures, including information about location, frequency, scheduling of services and how many participants will be served.
- Applicant describes how they selected the services they will offer; the strongest proposals will demonstrate community and/or participant involvement in the selection.
- If applicant indicates they will be offering new services, a startup timeline is attached.
- There is a specific plan to involve multiple generations, fathers, and male caregivers.
- Applicant clearly describes how they will meet the needs of a variety of families from the populations they have indicated they will be serving.

B. Capacity and Experience *(20 points)*
The goal of the Family Management strategy is to help families build and maintain positive, healthy relationships within their family and with their communities. Provide specific examples of classes, workshops or other services that demonstrates your experience providing the type of support described in Section IV of the Guidelines, to families from the priority and/or focus populations. What impact did these services have on the participants?

List the job duties for each staff position needed to coordinate or implement services funded by this RFP. What skills and qualifications are required for these positions? If you will need to hire staff, provide a timeline that demonstrates how you will be able to be fully staffed and offering services by the January 1 contract start date. Complete the Proposed Personnel Detail Budget (Attachment 4). (This budget worksheet will not count toward the 6-page narrative limit).

Rating Criteria – A strong application meets all of the criteria listed below.
- The examples and description provided demonstrate the applicant's experience helping families to build and maintain positive, healthy relationships within the family and community, and clearly demonstrate positive impact.
- The staff of the organization have the necessary cultural and linguistic skills to successfully work with the populations the organization will be serving. If staff need to be hired, a timeline has been included.

C. Partnerships and Collaboration *(10 points)*
Partnerships with community
Describe how you will partner with community members from the populations you have indicated you will serve, as well as participating families. Provide specific examples of how these partnerships will influence the design, implementation, and ongoing improvement of services.

Partnerships with other organizations
Describe how you will partner with other organizations or programs. How will families benefit from these partnerships?

Please provide signed letters of intent from any partner providing significant resources for the services you are requesting HSD fund through this RFP. The letter(s) should describe the specific resource the partner(s) will provide. For the purposes of this RFP, significant resources are defined as something that is crucial to the program, without which your organization would not be able to provide services. Examples of significant resources include but are not limited to meeting room space, staff (including trainers/teachers/agencies with subject matter expertise), or transportation. (Partnership letters of intent will not count toward the 6-page narrative limit).

Rating Criteria – A strong application meets all of the criteria listed below.
- Applicant provides specific details that clearly demonstrate participant and community involvement in the development of service design and delivery, and a clear, realistic plan to gather and use participant and community feedback to strengthen and improve services.
- Applicant describes effective partnerships and collaborations with other organizations that enhance service quality, expand the resources available to participants and in general, provide a benefit to participants.
- Applicant has submitted signed letters of intent for those partners providing significant resources, and the letters provide a clear description of the resources the partners will provide.

D. Budget and Leveraging *(10 points)*
Complete the Proposed Program Budget (Attachment 3). The costs reflected in this budget should be for the service area covered by this RFP only, not your total organization's budget. (This budget worksheet will not count toward the 6-page narrative limit).

Describe how these funds will be used. Identify other resources and funds that will be used to provide the services you have described in your application.

Rating Criteria – A strong application meets all of the criteria listed below.
- Costs appear to be reasonable and appropriate given the nature of the service, the populations to be served, the proposed level of service, and the outcomes.
- The proposed service appears to be cost effective given the type, quantity, and quality of services.
- The applicant identifies other funds they will use for the services they have described in their application, as well as any funds they receive from this RFP.

Total = 60 points

IV.   Completed Application Requirements

AT APPLICATION SUBMITTAL

To be considered Complete, your application packet <u>must</u> include all of the following items or the application will be deemed incomplete and may not be rated:

1. A completed and signed two-page Application Cover Sheet (Attachment 2).
2. A completed Narrative response (see Sections II & III of the Application for instructions). This includes the core narrative questions and the applicable strategy specific questions.
3. A completed Proposed Program Budget for each strategy (Attachment 3).
4. A completed Proposed Personnel Detail Budget for each strategy (Attachment 4).
5. Roster of your organization's current Board of Directors.
6. Minutes from your organization's last three Board of Directors meetings.
7. Current verification of nonprofit status or evidence of incorporation or status as a legal entity. Your organization must have a federal tax identification number/employer identification number.
8. <u>If</u> your organization has an approved indirect rate, a copy of proof that the rate is approved by an appropriate federal organization or another entity.
9. <u>If</u> you are proposing to provide any <u>new</u> (for your organization) services, attach a start-up timeline for each service.
10. <u>If</u> you are proposing a significant collaboration or subcontract with another organization, attach a signed letter of intent from that organization'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. Organizations have four (4) business days from the date of written request to provide requested documents to the RFP coordinator:

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

V.   List of Attachments & Related Materials

Attachment 1:   Application Check List
Attachment 2:   Application Cover Sheet
Attachment 3:   Proposed Program Budget
Attachment 4:   Proposed Personnel Detail Budget
Attachment 5:   Help Sessions

2018 Family Support RFP
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….

☐ **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 names specific partner agencies, representatives from these agencies must also sign the application cover sheet.

☐ **Completed each section of the Core Narrative response and Strategy Specific Narrative response(s)?**
  • Core Narrative must not exceed 3 pages (8 ½ x 11), single spaced, double-sided, size 11 font, with 1-inch margins.
  • A Strategy Specific Narrative response for each strategy you are requesting funding to implement. Each Strategy Specific Narrative response must not exceed 6 pages (8 ½ x 11), single spaced, double-sided, size 11 font, with 1-inch margins. You must fill out the appropriate strategy specific narrative for each strategy your organization requests funding to implement.
  • Page count does not include the required forms (Attachments 2, 3 and 4) and supporting documents requested in this funding opportunity.
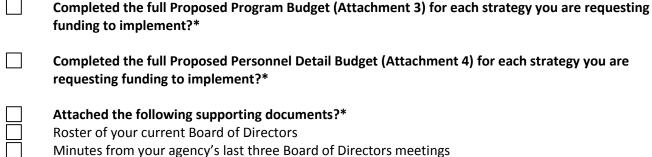 • A completed Core Narrative response addresses all of the following:

    ☐ Populations (15)
    ☐ Data and Financial Management (10)
    ☐ Cultural Competency (15)

  • A completed Strategy Specific Narrative response for each strategy you are requesting funding to implement, that addresses all of the following:

    ☐ Program Design (20)
    ☐ Capacity and Experience (20)
    ☐ Partnerships and Collaboration (10)
    ☐ Budget and Leveraging (10)

☐ **Completed the full Proposed Program Budget (Attachment 3) for each strategy you are requesting funding to implement?***

☐ **Completed the full Proposed Personnel Detail Budget (Attachment 4) for each strategy you are requesting funding to implement?***

☐ **Attached the following supporting documents?***
☐ 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? Have they signed the application cover letter?***

*_These documents do not count against the page limit for the proposal narratives._

All applications are due to the City of Seattle Human Services Department by **12:00 p.m. (noon) on Friday, March 30, 2018**. Application packets received after this deadline will not be considered. See Section I for submission instructions.

City of Seattle
Human Services Department

2018 Family Support Request for Proposal
Application Cover Sheet

1. Applicant Organization:		
2. Organization Executive Director:		

3. Organization Primary Contact
 	
  Name: Title:
 	
  Address:
 	
  Email:
 	
  Phone #:		

4. Organization Type ☐ Non-Profit ☐ For Profit ☐ Public Agency ☐ Other (Specify):		
5. Federal Tax ID or EIN:		6. DUNS Number:
7. WA Business License Number:		
8. Name of Program (per strategy):		Systems Navigation Support Family Management
9. Mark with an X the strategy(ies) your organization is requesting funding to implement:		Systems Navigation Support Family Management
10. Priority Population(s) Organization will serve:		
11. Focus Population(s) Organization will serve:		
12. Funding Amount Requested (per strategy):		Systems Navigation Support Family Management
13. # of clients to be served (per strategy):		Systems Navigation Support Family Management
14. In which City Council District will the services be offered?		

Use this link to find your district: http://www.seattle.gov/council/meet-the-council/find-your-district-and-councilmember	

15. Partner Organization (if applicable):

Contact Name: Title:

Address:

Email: Phone Number:

Description of partner organization proposed activities (indicate strategy):

Signature of partner agency representative_____ Date: _____

16. Partner Organization (if applicable):

Contact Name: Title:

Address:

Email: Phone Number:

Description of partner organization proposed activities (indicate strategy):

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 Family Support 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

Organization Name:	
Strategy:	Systems Navigation Support
	Family Management
Proposed Program Name:	

Item	Amount by Fund Source				Total Project
	Requested HSD Funding	Other[1]	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					

<table>
<tr><td colspan="2">[1] Identify specific funding sources included under the"Other" column(s) above:</td></tr>
<tr><td></td><td>$</td></tr>
<tr><td></td><td>$</td></tr>
<tr><td></td><td>$</td></tr>
<tr><td></td><td>$</td></tr>
<tr><td>Total</td><td>$</td></tr>
</table>

[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 organization have a federally approved rate?	☐ Yes ☐ No
If yes, provide the rate.	

2018 Family Support 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

Organization Name:	
Strategy:	Systems Navigation Support
	Family Management
Proposed Program Name:	

Organization'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):									

Human Services Department Family Support RFP
Help Sessions

1. **How do I make an appointment for a help session?**
   Contact (206) 615-0744. You will be scheduled for a 30-minute appointment with HSD staff at a specific time during one of the three help sessions. Attending a help session is not required, but you must sign up in advance for an appointment if you wish to attend. Organizations may sign up for one 30-minute appointment. If there is demand for additional help sessions, HSD staff will try to accommodate the requests.

2. **Who will be helping you?**
   A staff person from the HSD will meet with your organization.

3. **What kind of assistance can my organization get at the Help Session?**
   Your organization can get help with:
   - Review budget forms
   - Clarify which documents need to be submitted with your application
   - Review the online application system
   - Clarify what expenses or activities are allowable

4. **Are there things HSD staff can't help my organization with?**
   The following are things HSD will not provide help with:
   - Assistance writing the application
   - Clarifying if your proposal is a good fit
   - Identifying partners for your organization
   - Recommending grant writers

5. **Where and when will the help sessions be held?**

Help Session 1 To reserve a 30-minute appointment, please contact: 206-615-0744. Please indicate if you need interpretation or an accommodation. Organizations are required to make an appointment if they wish to attend a help session.	Friday, February 23, 2018 9:30 a.m.-12:00 p.m. (noon) Northgate Community Center 10510 5th Avenue Northeast Meeting Room
Help Session 2 To reserve a 30-minute appointment, please contact: 206-615-0744. Please indicate if you need interpretation an accommodation. Organizations are required to make an appointment if they wish to attend a help session.	Monday, February 26, 2018 9:00 a.m.-1:00 p.m. 2100 Building 2100 24th Ave South Community Room B
Help Session 3 To reserve a 30-minute appointment, please contact: 206-615-0744. Please indicate if you need interpretation or an accommodation. Organizations are required to make an appointment if they wish to attend a help session.	Thursday, March 1, 2018 2:00 p.m.-6:00 p.m. Rainier Beach Library 9125 Rainier Ave South Meeting Room