



**City of Seattle**  
**Human Services Department**

**2017**  
**Community Connectors at Food Banks Pilot Program**  
**Request for Qualification**

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## **GUIDELINES**

### **I. Introduction**

The Youth and Family Empowerment (YFE) Division of the City of Seattle Human Services Department (HSD) is seeking applications from HSD currently funded food banks interested in providing on-site information, referral, and application submission to social services for food bank clients. Funding for this pilot program, Community Connectors at Food Banks, was approved by Seattle City Council through Green Sheet 265-1-B-2. **Agencies who are currently contracted with HSD to provide food bank services are eligible to apply.** In addition, agencies must meet the minimum eligibility requirements outlined in Section VII of the Guidelines. HSD seeks Seattle-wide geographic representation with services spanning all council districts.

Applicants must demonstrate need for Community Connectors to work with their food bank clients on location and that such services are lacking within their overall agency operations. Connections will be made to housing, employment and job readiness, Apple Health, nutrition, child care, utility assistance, and other social service programs. Returning food bank clients will receive follow-up consultations.

Awarded food banks resulting from this Request for Qualification (RFQ) will become part of a pilot program cohort. This cohort will meet monthly and form a learning community where best and promising practices will be shared. HSD staff will provide technical assistance and facilitation throughout the 17-month contract period.

Approximately \$733,000\* is available from August 1, 2017 – December 31, 2018 through this RFQ from the following sources:

<b>Fund Sources</b>	<b>RFQ Amount</b>
<i>2017 HSD General Fund</i>	\$263,000
<i>2018 HSD General Fund*</i>	\$470,000
<b>Total</b>	\$733,000

\*Contingent upon 2018 City Council budget approval

HSD recognizes that the number of HSD-funded food banks vary within each council district. Through this RFQ, HSD intends to ensure each council district has Community Connector representation. Community Connectors will be present in each council district either through an award or through a partnership agreement with another HSD funded food bank to provide services to additional food bank clients. Initial awards will be made for the contract period of August 1, 2017 – December 31, 2018. Future funding is contingent upon performance, funding availability, and schedule of the next food and nutrition competitive funding process.

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.

Please email Natalie Thomson, RFQ Coordinator, at [natalie.thomson@seattle.gov](mailto:natalie.thomson@seattle.gov) if you have any questions about the 2017 Community Connectors at Food Banks Pilot Program RFQ.

## II. Timeline

Funding Opportunity Released	Tuesday, April 18, 2017
Information Session*	<b>Monday, April 24, 2017</b> <b>2:00pm – 3:30pm</b> <b>2100 Building – Meeting Room A</b> <b>2100 24th Ave. S; Seattle, WA 98144</b>
Last Day to Submit Questions	Tuesday, May 16, 2017, 5:00pm
Application Deadline	Tuesday, May 23, 2017, 4:00pm
Planned Award Notification	Wednesday, July 26, 2017
Contract Start Date	Tuesday, August 1, 2017

\*Contact Natalie Thomson, RFQ coordinator, at [natalie.thomson@seattle.gov](mailto:natalie.thomson@seattle.gov) to request accommodations.

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 HSD'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 Outcomes 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 “Outcomes 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 specific desired result of: Supporting Affordability and Livability so that all people living in Seattle are able to meet their basic needs.

**2017 Community Connectors at Food Banks Pilot Program RFQ 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.

## Community Connectors at Food Banks Pilot Program Theory of Change

Desired Result	Indicator	Racial Disparity Data	Racial Equity Goal	Strategy	Performance Measure
Condition of wellbeing 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)
Supporting Affordability and Livability - All people living in Seattle are able to meet their basic needs.	<ul style="list-style-type: none"> <li>• % of people experiencing food insecurity</li> <li>• % of people living in poverty</li> </ul>	<p><u>Food Insecurity:</u></p> <ul style="list-style-type: none"> <li>• Native Hawaiian and Pacific Islanders are 3 times more likely to experience food insecurity compared to non-Hispanic Whites.</li> <li>• Black/African Americans are 2.5 times and American Indian/Alaskan Native, Hispanic/Latino and Asians are twice more likely to experience food insecurity compared to non-Hispanic Whites.</li> </ul> <p><i>Source: Washington State Behavioral Risk Factor Surveillance System (2009-2013).</i></p> <p><u>Poverty:</u></p> <ul style="list-style-type: none"> <li>• Black/African American and American Indian/Alaskan Natives are 3.5 times more likely to live below the poverty level compared to non-Hispanic Whites.</li> <li>• Native Hawaiian and Pacific Islanders are 2.5 times and Hispanic/Latino and Asians are twice more likely to live below the poverty level compared to non-Hispanic Whites.</li> </ul> <p><i>Source: U.S. Census Bureau, American Community Survey (2011-2015).</i></p>	Black/African American, American Indian/Alaskan Native, Native Hawaiian and Pacific Islander, Hispanic/Latino and Asians report increased food security and living affordability at the same rate as non-Hispanic White.	<ul style="list-style-type: none"> <li>• <b>Activities:</b> active engagement, needs assessments, applications, and enrollment in benefits and services</li> <li>• <b>Priority community:</b> food bank clients</li> <li>• <b>Focus populations:</b> Black/African American, American Indian/Alaskan Native, Native Hawaiian and Pacific Islanders, Hispanic/Latino and Asian</li> </ul>	<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 populations.</p> <p><u>Quantity</u></p> <ol style="list-style-type: none"> <li>1. # of clients participating in Community Connector services</li> <li>2. # of clients who receive needs assessments</li> <li>3. # of clients who receive referrals</li> <li>4. # of clients who complete applications to benefits and services</li> <li>5. # of clients participating in trainings and resource fairs</li> <li>6. # of clients who successfully enroll in benefits and services</li> <li>7.</li> </ol> <p><u>Quality</u></p> <ol style="list-style-type: none"> <li>1. % of clients who successfully enroll in benefits and services</li> <li>2. % of clients who report satisfaction with Community Connector services</li> </ol> <p><u>Impact</u></p> <p>% of clients using Community Connector services who report improved ability to meet their needs in one or more of the following areas:</p> <ul style="list-style-type: none"> <li>• Food</li> <li>• Housing</li> <li>• Employment or job training</li> <li>• GED/Post-secondary education</li> <li>• Health</li> <li>• Child care</li> <li>• Utilities</li> </ul>

## 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”.<sup>1</sup> 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”.<sup>2</sup>

**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

Food insecurity is defined by the United States Department of Agriculture, as lacking access and limited or uncertain availability of nutritionally adequate foods for an active, healthy life for all household members. Food insecurity may be chronic, seasonal or temporary. Households may need to make trade-offs between important basic needs, such as housing or medical bills, and buying adequate food.

In the United States, an astonishing 42 million Americans or 16 million households were food-insecure in 2015. Of those, 17% were households with children. In households with very low food security, the normal eating patterns for six million households were disrupted and food intake was reduced at times during the year due to the lack of money or other resources for food.<sup>3</sup>

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<sup>1</sup> Coyne, C. (2001) “Cultural Competency: Reaching Out to All Populations”. PT Magazine, pgs. 44-50.

<sup>2</sup> York, S. (2003) Roots and Wings: Affirming Culture in Early Childhood Programs. St. Paul, MN: Redleaf Press, pg. 161.

<sup>3</sup> Coleman-Jensen, A., Rabbitt, M.P., Gregory, C.A., Singh, A. (2016) Household Food Security in the United States in 2015. United States Department of Agriculture. Economic Research Service Report Number 215.

## A. Overview of Investment Area

More than 268,000 King County residents experienced food insecurity in 2014.<sup>4</sup> According to the Seattle Human Services Coalition, 126,095 unduplicated individuals and 71,396 households received food from a Seattle food bank in 2015. People of color experience food insecurity at a higher rate than non-Hispanic Whites.

Food insecurity is closely tied to poverty. More than 40% of children living in households near or below the federal poverty level in 2015 were from food insecure households.<sup>5</sup> As with food insecurity rates, communities of color experienced greater income disparities compared to non-Hispanic Whites. The high cost of living in Seattle makes it difficult for many families to choose between paying for housing, health care, utilities, and food. Many food insecure individuals and families can benefit from Community Connectors who will help clients access needed benefits and services.

## B. Service/Program Model

HSD seeks to purchase Community Connector services at food banks located across Seattle council districts. Priority will be given to agencies that demonstrate a need for Community Connectors to work with their food bank clients on location and that such services are lacking within their overall agency operations. Connections will be made to housing, employment and job readiness, Apple Health, nutrition programs, child care, utility assistance, and other social service programs. Returning food bank clients will receive follow-up consultations.

Community Connectors will assist food bank clients with assessment of needs, referral, and applications into social service programs. The location-based services allow for immediate referrals for food, housing, utilities, child care, employment, job training, health care, and GED/Post-secondary education information while clients get their food. Being on site also allows for follow-up with participants who regularly return for food bank visits.

Community Connectors will:

- Assist clients who are unable to navigate the referral and application processes for service or benefit programs such as Apple Health, nutrition, child care, utility assistance, housing, and other programs;
- Assist clients in accessing job readiness, job search, or volunteer opportunities;
- Collect and track data on client service access and enrollment rates; and
- Receive ongoing training regarding social service programs, and best and promising practices.

In addition to the above, Community Connectors may coordinate training or resource fairs at food banks.

<b>Community Connector at Food Banks Service Model</b>	
<b>Outcome</b>	<ul style="list-style-type: none"><li>• Clients report an ability to meet their basic needs</li></ul>
<b>Priority Service Recipients</b>	<ul style="list-style-type: none"><li>• Food bank clients, including home delivery clients if applicable</li></ul>
<b>Scope of Work/Activities</b>	<ul style="list-style-type: none"><li>• Active engagement</li><li>• Needs assessments</li><li>• Information and referral services</li><li>• Enrollment into benefit programs and services</li><li>• Coordination of training, resource fairs, etc.</li><li>• Data collection</li></ul>
<b>Duration</b>	<ul style="list-style-type: none"><li>• Short-term assistance, onsite weekly when clients receive food</li></ul>

<sup>4</sup> Feeding America (2014). Map the Meal Gap. Retrieved from <http://map.feedingamerica.org/county/2014/overall/washington/county/king>

<sup>5</sup> Child Trends (2016). Food Insecurity: Indicators on Children and Youth.



<b>Community Connector Qualifications</b>	<ul style="list-style-type: none"> <li>• Culturally and linguistically competent to serve priority populations</li> <li>• Proven record in working with food bank clients or low-income communities of color</li> <li>• Active engagement skills such as: motivational interviewing, empathic listening, and responsiveness</li> <li>• Organization, coordination, and attention to detail</li> <li>• Extensive knowledge of available social services</li> <li>• Bachelor’s degree in Social Services, Psychology, Education or related field; or 4 years’ experience providing human services to a diverse community; or a combination of education and/or training and/or work experience which provides the ability to perform the work of the Community Connector</li> </ul>
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Selected agencies must provide each Community Connector with dedicated space for a work station, internet access, and access to privacy for client meetings if needed. The Community Connector and agency must have a thorough understanding of food bank clients and their needs. Agencies will be responsible for data collection.

HSD intends to award agencies that can provide Community Connector services at their proposed location *and possibly* other food bank location(s) in their geographic region or council district. Partnership proposals are encouraged, and will be prioritized when there is demonstrable need of broader client reach in a geographic region or council district. Priority partnerships are amongst the 14 HSD funded food banks. If partnering with other HSD funded food banks, applicants must identify which food bank will serve as lead agency. Agencies with access to little or no information and referral services will have priority. Funding requests for Community Connector staff must reflect number of clients served, days and hours of operation and scope of services.

HSD may request an awarded agency develop a work plan whereby their Community Connector can support multiple food bank locations. This negotiation, facilitated by HSD, may occur under these circumstances: (1) an RFQ applicant demonstrates need but was not awarded; or (2) HSD identifies a food bank with need even though they did not apply for the RFQ.

Community Connectors is a new pilot program. HSD will allow for reasonable costs associated with program start-up such as furniture, small equipment or devices (e.g., laptops and cellphones), training opportunities, etc. Capital improvement requests to remodel an existing facility are not allowed under this RFQ. It is the policy of the City of Seattle that in general, real or personal property with a useful life in excess of one year, if: 1) cost is greater than \$5,000 it must be capitalized and depreciated; and 2) cost is less than \$5,000 it must be tracked. Up to 10% of service area budget can be used for one-time only start-up expenses (i.e. laptop, furniture).

Community Connector, or other agency designee, will be required to attend the Closing the Hunger Gap 2017: From Charity to Solidarity Conference in Tacoma, WA from September 11 – 13, 2017. Conference registration will be paid for by HSD.

**C. Criteria for Eligible Clients**

In this pilot program, all city-funded food bank clients are eligible to receive Community Connector assistance. Community Connectors will assist food bank clients as they navigate the varying eligibility requirements of available services and benefit programs.

**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 are food bank clients.

Focus populations are identified as specific racial or ethnic groups within the priority community with data showing the highest disparities.

Focus population(s) for this investment opportunity are:

- Black/African American
- American Indian/Alaskan Native
- Native Hawaiian and Pacific Islander
- Hispanic/Latino
- Asian

Proposals that clearly describe a plan to address significant needs among other populations will also be considered.

### **E. Expected Service Components**

Awarded agencies will be expected to implement the following activities as part of the Community Connectors at Food Banks Pilot Program:

#### Active Engagement

Community Connectors will actively engage food bank clients, including home delivery clients if applicable, and inform them of support available through the Community Connectors Program. To achieve a high level of customer service Connectors must employ skills such as: motivational interviewing, empathic listening, cultural and linguistic competency, organization, coordination, responsiveness, and attention to detail.

#### Needs Assessments

Clients (individuals and families) will first be enrolled in Community Connector services. Community Connectors will then complete assessments to determine client needs and eligibility for programs and services. Assessments should be conducted in a private, whenever possible. The assessment tool will be created by HSD.

#### Referral Services

Community Connectors will provide on-the-spot information, assistance, and referral services for food, housing, utilities, child care, education, employment, job training, health, and other services. Community Connectors may coordinate training or service fairs at food banks as appropriate.

#### Enrollment into Benefit Programs and Services

Community Connectors may assist clients with the complex and various application processes. The *Washington Connection* online portal, managed by the Washington State Department of Social and Health Services, as an example, allows people to easily and securely learn about and apply for services and benefits online. Such services include food, cash, and medical assistance; child care subsidies; long-term care services and support; and drug and alcohol treatment. Community Connectors can assist food bank clients in completing and submitting applications to benefits and services through Washington Connection and other portals.

#### Coordination of Training and Resource Fairs

As needed, Community Connectors may plan and coordinate training and resource fairs for food bank clients.

#### Data Collection

Awarded agencies will use the Efforts to Outcome (ETO) or other HSD-approved database to track and report on participant referrals, applications, and enrollments. Development of the database will be led by HSD and staff training and technical assistance will be provided. Community Connectors will follow-up with clients to determine if there is improved ability to meet their needs.

Awarded agencies must also adhere to the requirements stated in Section VIII regarding privacy and confidentiality of client records.

**F. Expected Investment Results and Performance Commitments**

The result for the Community Connectors is clients reporting improved ability to meet their needs in one or more of the following areas: food, housing, employment or job training, utilities, health, child care, and GED/Post-secondary education.

<b>Milestones and Performance Commitments</b>
<p><u>Milestones</u></p> <ol style="list-style-type: none"> <li>1. Milestone #1: # of clients participating in Community Connector services</li> <li>2. Milestone #2: # of clients who receive needs assessments</li> <li>3. Milestone #3: # of clients who receive referrals to benefits and services</li> <li>4. Milestone #4: # of clients who complete applications to benefits and services</li> <li>5. Milestone #5: # of clients participating in trainings, resource fairs, etc.</li> <li>6. Milestone #6: # of clients who successfully enroll in benefits and services</li> </ol>
<p><u>Performance Commitments</u></p> <p>Performance Commitment: 2 survey periods per year will show that at least 75% of surveyed participants reported improved ability to meet their needs in one or more of the following areas:</p> <ul style="list-style-type: none"> <li>• Food</li> <li>• Housing</li> <li>• Employment or job training</li> <li>• Utilities</li> <li>• Health</li> <li>• Child care</li> <li>• GED/Post-secondary education</li> </ul>

**G. Description of Key Staff and Staffing Level**

Community Connectors can be full or part-time staff who are skilled in providing culturally and linguistically appropriate services and have proven track records in working with food bank clients or low income communities of color. They must have extensive knowledge of available social services. Minimally, Community Connectors shall:

- Be culturally and linguistically competent for priority populations being served
- Have a proven record in working with food bank clients or low-income communities of color
- Possess and/or be willing to acquire engagement skills such as: motivational interviewing, empathic listening and responsiveness
- Be organized, have coordination skills and pay attention to detail
- Have extensive knowledge of available social services
- Bachelor’s degree in Social Services, Psychology, Education or related field; or 4 years’ experience providing human services to a diverse community; or a combination of education and/or training and/or work experience which provides the ability to perform the work of the Community Connector

At minimum, Community Connectors will:

- Assist clients who are unable to access referral and application processes for service or benefit programs such as Apple Health, nutrition, child care, utility discount, housing and other programs;
- Assist clients in accessing job readiness, job search or volunteer opportunities;
- Collect and track data on client service access and enrollment rates; and
- Receive ongoing training regarding social service programs and best practices.

In addition to the above, Community Connectors may coordinate training or service fairs at food banks, as appropriate.

Community Connectors and key management staff will also participate in monthly meetings with HSD staff during the pilot period. The goal of these meetings is to build a learning community to share resources, brainstorm solutions to program challenges, review data and track progress, offer peer support, and receive technical assistance. Applicants may request funding for more than one Community Connector based on the proposed service model and need.

## **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 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.
- Agency must currently be contracted with HSD to provide food bank services.

## **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 will be required to report client-level data, program services/activities, unduplicated numbers of clients assisted in HSD-approved database as a condition of funding. Direct data entry is required, and data integration is not permitted.

## 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.

## 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 will be reviewed and individually scored by members of the rating committee.

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 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, qualifications, 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 5<sup>th</sup> Avenue, Suite 5800  
P.O. Box 34215  
Seattle, WA 98124-4125 Email: [Catherine.Lester@seattle.gov](mailto: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  
Community Connectors at Food Banks Pilot Program  
Request for Qualification**

## **APPLICATION**

### **Instructions and Materials**

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2017 Community Connectors at Food Banks Pilot Program 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 4:00 p.m. on Tuesday, May 23, 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 **4:00 p.m. deadline on Tuesday, May 23, 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 – 2017 Community Connections at Food Banks  
Attn: Natalie Thomson

*Delivery Address*  
700 5<sup>th</sup> Ave., 58<sup>th</sup> Floor  
Seattle, WA 98104-5017

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

## II. Format Instructions

- A. Applications will be rated only on the information requested and outlined in this RFQ including any clarifying information requested by HSD. Do not include a cover letter, brochures, or letters of support.
- 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 eight (8) 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 eight (8) pages for sections A – E combined.

### NARRATIVE QUESTIONS

#### A. PROGRAM DESCRIPTION (30 points)

1. Describe your Community Connectors program model. At minimum, include:
  - Location of food bank(s) and office, if different
  - Day(s) and hours of food bank operation and office hours
  - Accessibility
  - Program space (you may include up to 3 photos with captions showing where the proposed Community Connector will conduct services and activities within the food bank. Photos and captions will not count toward the 8-page limit.)
  - Key or unique operating features
  - Number of Community Connectors and their full time equivalents (FTE)
2. Describe your plan for staff recruitment, training, supervision, and retention of the Community Connectors. Describe key criteria you will use to select the Community Connector (include a timeline for staff hire, training, and program implementation. Timeline will not count toward the 8-page limit).
3. Provide the number of unduplicated food bank clients who were served in 2016. Describe your understanding of the unique characteristics and experiences of the clients you serve such as strengths, needs, concerns, geographic region, age, ethnicity, language, and other defining attributes.
4. Describe the need for Community Connector services and the availability or lack thereof, to your food bank clients. How many unduplicated food bank clients do you anticipate the Community Connector to serve?
5. Which **focus populations** would be served and how would the Community Connectors serve them?
6. What challenges and successes have you experienced, or do you anticipate, in providing services to the focus population(s)?

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

- Applicant clearly describes the location, operations and accessibility of services.
- Applicant has a designated space for a work station, internet access, and access to privacy for client meetings if needed.

- The program plan demonstrates a clear and realistic description and timeline for launching the new service.
- Applicant describes processes for maintaining quality staff that matches the levels needed to run the program as described.
- Timeline is reasonable.
- Applicant clearly defines the number of unduplicated clients who is anticipated to be served by Community Connectors.
- Applicant demonstrates an understanding of the unique characteristics and experiences of their food bank clients.
- Applicant describes the need for Community Connectors to provide services.
- Applicant clearly defines focus population(s) and how they would be served.
- The program description shows a strong connection with the focus population(s) and an understanding of their strengths, needs, and concerns.

### **B. CAPACITY, EXPERIENCE AND CULTURAL COMPETENCY (30 points)**

1. Describe your agency's ability to implement the Community Connectors program at your food bank and at partner food banks, if proposed.
2. Provide a list of, and a brief job description for, all key personnel who will have a significant role in program coordination, service delivery and supervision.
3. Describe how the agency board, staff and volunteer composition represent the cultural, linguistic and socio-economic background of the food bank clients.
4. Describe your 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 the criteria listed below.***

- Applicant has capacity to implement a successful Community Connectors program.
- The program has sufficient number of qualified staff (or partners) and supervision to deliver the services as described.
- Applicant's staff and board composition reflects the cultural and linguistic characteristics of the focus population(s).
- Applicant has, or describes a clear strategy to develop, policies and procedures that demonstrate a respect and appreciation for the cultural and linguistic characteristics of the focus population(s).
- Applicant has demonstrated a commitment to ongoing training and development within the agency to promote and support culturally competent service delivery.

### **C. PARTNERSHIPS AND COLLABORATION (20 points)**

1. Recognizing some council districts may have one HSD funded food bank while others have multiple HSD funded food banks, this pilot seeks to encourage food bank partnerships when possible. Describe how your food bank will partner with other HSD funded food banks.
2. If the proposal includes partnerships with other HSD funded food banks, name the partners in this arrangement. Identify the lead agency and describe the roles and responsibilities of the various partners. Provide signed letters of intent from any food bank partner providing key program elements. (Partnership letters of intent will not be counted toward the maximum 8-page limit.)
3. Describe how the proposed project will collaborate with other agencies/programs to deliver services that support your Community Connector. For example, housing, job readiness, Apple Health, nutrition, child care, utility assistance, and other social service programs.

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

- Applicant partners with other food banks to extend reach within council geographic region or council district.

- Partnership roles and responsibilities are clearly described. Applicant has submitted signed letters of intent from partners.
- Applicant describes effective partnerships and collaborations that enhance service quality, minimize duplication, enhance the resources available, and provide benefit to program participants.

#### **D. DATA MANAGEMENT (10 points)**

1. 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?
2. Describe how you will ensure that clients complete customer satisfaction surveys.
3. Describe how you will incorporate quality assurance input into your program and ongoing services. Describe past experiences in program improvement strategies (e.g., surveys, focus groups, lessons learned, staff training, quality assurance practices, etc.)

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

- Applicant demonstrates an understanding of and capacity for data management and reporting.
- Applicant demonstrates ability to obtain high survey response rates.
- Applicant has past experiences with program improvement.

#### **E. BUDGET AND LEVERAGING (10 points)**

1. Complete the Proposed Program Budget (Attachment 3) and Proposed Personnel Detail Budget (Attachment 4). Budgets should be for the full 17-month pilot period, August 1, 2017 – December 31, 2018. The costs reflected in this budget are only for the Community Connectors Pilot Program, not your total agency’s operating budget. (Budget worksheets will not be counted toward the maximum 8-page limit.)
  - Community Connectors is a new pilot program. HSD will allow for reasonable costs associated with program start-up such as furniture, small equipment or devices (e.g., laptops and cellphones), training opportunities, etc. Capital improvement requests to remodel an existing facility are not allowed under this RFQ. It is the policy of the City of Seattle that in general, real or personal property with a useful life in excess of one year: 1) if cost is greater than \$5,000 it must be capitalized and depreciated; and 2) if cost is less than \$5,000 it must be tracked.
  - Up to 10% of RFQ award can be used for one-time only start-up expenses (i.e. laptop, furniture).
  - Funding requests for Community Connector staff must reflect number of clients served, days and hours of operation and scope of services.
2. Describe how these funds 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 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 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:

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. 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.
9. If you are proposing to provide any new (for your agency) services, attach a start-up timeline for each service.
10. If you are proposing a significant collaboration 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 Community Connectors at Food Banks 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 8 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%)
      - *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, Experience and Cultural Competency (30%)
    - Partnership and Collaboration (20%)
    - Data Management (10%)
    - Budget and Leveraging (10%)
- Completed the full Proposed Program Budget (Attachment 3)?**
- Completed the full Proposed Personnel Detail Budget (Attachment 4)?**
- 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 August 1, 2017.\***
- 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 8-page limit for the proposal narrative section.*

All applications are due to the City of Seattle Human Services Department by **4:00 p.m. on Tuesday, May 23, 2017**. Application packets received after this deadline will not be considered. See Section I for submission instructions.



**City of Seattle**

**Human Services Department**

**2017 Community Connectors at Food Banks RFQ**

**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 participating in Community Connector services			
11. Focus population(s), check all that apply	Black/African American American Indian/Alaskan Native Native Hawaiian and Pacific Islander Hispanic/Latino Asian		
12. Partner Agency (if applicable):			
Contact Name:			Title:
Address:			
Email:			Phone Number:
Description of partner agency proposed activities:			

## 13. 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 Community Connectors at Food Banks RFQ**  
**Proposed Program Budget**  
**August 1, 2017 – December 31, 2018**

<b>Applicant Agency Name:</b>	
<b>Proposed Program Name:</b>	

Item	Amount by Fund Source			Total Project
	Requested HSD Funding	Other <sup>1</sup>	Other <sup>1</sup>	
<b>1000 - PERSONNEL SERVICES</b>				
1110 Salaries (Full- & Part-Time)				
1300 Fringe Benefits				
1400 Other Employee Benefits <sup>2</sup>				
<b>SUBTOTAL - PERSONNEL SERVICES</b>				
<b>2000 - SUPPLIES</b>				
2100 Office Supplies				
2200 Operating Supplies <sup>3</sup>				
2300 Repairs & Maintenance Supplies				
<b>SUBTOTAL – SUPPLIES</b>				
<b>3000 - 4000 OTHER SERVICES &amp; CHARGES</b>				
3100 Expert & Consultant Services				
3140 Contractual Employment				
3150 Data Processing				
3190 Other Professional Services <sup>4</sup>				
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 <sup>5</sup>				
4999 Administrative Costs/Indirect Costs <sup>6</sup>				
<b>SUBTOTAL - OTHER SERVICES &amp; CHARGES</b>				
<b>TOTAL EXPENDITURES</b>				

<sup>1</sup> Identify specific funding sources included under the "Other" column(s) above:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>2</sup> Other Employee Benefits - Itemize below:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>3</sup> Operating Supplies - Itemize below (Do Not Include Office Supplies):	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>4</sup> Other Professional Services - Itemize below:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>5</sup> Other Miscellaneous Expenses - Itemize below:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>6</sup> Administrative Costs/Indirect Costs - Itemize below:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>6</sup> 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 Community Connectors at Food Banks RFQ  
Proposed Personnel Detail Budget  
August 1, 2017 – December 31, 2018**

<b>Applicant Agency Name:</b>	
<b>Proposed Program Name:</b>	

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