



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

**2015**  
**Birth Doula Services for Low-Income Women**  
**Request for Qualifications**

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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 agencies interested in providing Birth Doula services for low-income women of color. This is a new funding area for the City of Seattle.

This Request for Qualifications (RFQ) is open to non-profit, public, or private business models that have the capacity, certification, and experience to provide Birth Doula services. As per Seattle City Council [Green sheet 68-1-A-2](#), Birth Doulas provide support to pregnant women before, during, and in the weeks following birth. Services include supportive home visits in the last trimester of pregnancy, attendance during labor and delivery, and postpartum home visits after babies are born. In working with vulnerable populations, Birth Doulas also serve as cultural and relational brokers with public health and other medical providers, social services, and government agencies.

The selected provider organization must have three years of experience providing Birth Doula Services, be currently providing Birth Doula Services at the time of application and must demonstrate capacity for immediate implementation of Birth Doula Services upon contract award.

Priority participants are low-income pregnant women of color, who may also be immigrant, refugee, homeless, or limited English speaking, and live in the City of Seattle. The most qualified applicant will demonstrate experience providing culturally and linguistically relevant Birth Doula services that meet the needs of each family.

Approximately \$75,000 is available through this RFQ from the following sources:

<b>Fund Sources</b>	<b>RFQ Amount</b>
<i>HSD General Fund</i>	\$75,000

The Initial award will be made for the period of April 1, 2015 through December 31, 2015. HSD intends to fund one Birth Doula provider organization at a maximum of \$75,000. Future funding in 2016 will be contingent upon performance and funding availability. HSD is required to provide a report to City Council by July 1, 2015 on initial contract results and financial analysis of the provider organization's publicly available financial statements and prospects for private or other funding to confirm whether City funding is needed in the future.

All materials and updates to the RFQ are available on HSD’s Funding Opportunities web page at [www.seattle.gov/humanservices/funding/](http://www.seattle.gov/humanservices/funding/). If you have any questions about the Birth Doula Services RFQ, please contact: Mary Johnson, RFQ Coordinator via email at [marya.johnson@seattle.gov](mailto:marya.johnson@seattle.gov)

## II. Timeline

Funding Opportunity Released	Monday, February 9, 2015
Information Session	Friday, February 13, 2015 10 am to 12 noon 2100 Building 2100 24 <sup>th</sup> Avenue South Seattle, WA 98144
Last Day to Submit Questions	Friday, February 20, 2015 at 12 p.m. (noon)
Application Deadline	Monday, March 2, 2015 at 4 p.m.
Planned Award Notification	Tuesday, March 17, 2015
Contract Start Date	Wednesday, April 1, 2015

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 process, investments will reflect the Seattle Human Services Department’s vision, mission and values and support the department’s theory of change.

### Vision

The vision of the Seattle Human Services Department is that all basic needs in our communities are met through innovative and collaborative approaches. Greater Seattle is a place where the richness of our diversity is valued, all of our communities thrive, and people grow up and grow old with opportunity and dignity.

### Mission

The mission of the Seattle Human Services Department is to connect people with resources and solutions during times of need so we can all live, learn, work and take part in strong, healthy communities.

### Values

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

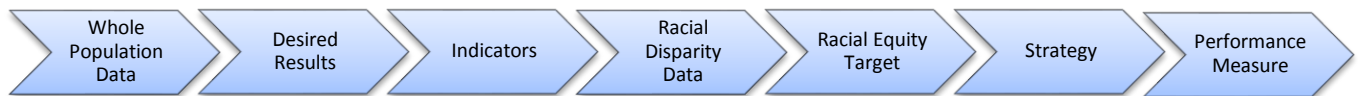
- **Vision** – we are future-focused, funding outcomes that create a stronger community.
- **Innovation** – we foster an environment where creativity and new approaches are valued, tested, refined and implemented.
- **Results** – we fund and administer programs that are accountable, cost-effective, and research-based, ensuring people receive high-quality services.
- **Equity** – our resources are devoted to addressing and eliminating racial, social, economic, and health disparities in our community.
- **Creative collaboration** – we share the collective wisdom of our colleagues and community to develop and implement programs.
- **Service** – we ensure the programs we support are accessible to all community members and deliver high-quality, welcoming customer service.

## IV. Investment Area Background and 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
- **MONITORING** 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 targets based on disparity data, and 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 YFE division’s goal and the desired results:

**Goal:** Children and youth are prepared for school and life

**Results:** Families are strong, healthy and stable.

### Birth Doula Services for Low-Income Women-Theory of Change

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

Desired Result	Indicator	Racial Disparity Data	Racial Equity Target	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)
Families are strong, healthy and stable.	% children, youth and adults who are obese	On average an infant of color is 1.3 times more likely to be low birth weight than white infants. The percentage of low birth weight infants is as follows: <ul style="list-style-type: none"> <li>• Native American 10%</li> <li>• Pacific Islander 9.8%</li> <li>• African American 7.9%</li> <li>• Asian 7.7%</li> <li>• Hispanic 6.7%</li> </ul>	Native American, Pacific Islander, African American, Asian, and Hispanic infants meet or exceed the healthy birth rate of white infants.	Culturally relevant Birth Doula services for low income pregnant women of color.	<p><b>Quantity</b> # mothers receiving Birth Doula services</p> <p><b>Quality</b> Doula organization is accredited, Birth Doulas are certified and mothers are surveyed for satisfaction.</p> <p><b>Impact</b> % mothers who are breastfeeding</p> <p>% babies with an identified medical care provider</p> <p>% babies born at or above 5.5 lbs. birth weight</p>

## A. Overview of Investment Area

From Seattle City Council Green Sheet: This funding is intended to provide Birth Doula services for low-income women (at or below 250% Federal Poverty Level), particularly immigrant, refugee, women of color, homeless and limited English speaking women living in the City of Seattle. Birth Doulas' support of women before, during and after labor are linked to healthy pregnancies, healthy births and healthy babies, reducing medical risks and complications from low birth weight and preterm labor for both mothers and babies.

Numerous studies in the last two decades have demonstrated positive health outcomes for women who received support from Birth Doulas in the critical time just before and after childbirth. A recent 2012 review of the Cochrane Pregnancy and Childbirth Group's Trials Register found "22 trials involving 15,288 women meeting inclusion criteria and providing usable outcome data."<sup>1</sup>

Compared to women who did not have Birth Doulas, women who had Birth Doulas were found by that study to experience:

- 31% decrease in the use of Pitocin
- 28% decrease in the risk of C-section
- 14% decrease in the risk of newborns being admitted to a special care nursery
- 34% decrease in the risk of being dissatisfied with the birth experience

Further, community Birth Doulas—women who reflect the culture and language of the women they serve—also show positive outcomes associated with birth doula services. A 2013 study in the *Journal of the American Academy of Pediatrics* indicated women who had community Birth Doulas were more likely to breastfeed and keep breastfeeding at least 4 months.<sup>2</sup> Numerous studies have shown the protective effects of breastfeeding on child health, including against Type 1 diabetes<sup>3</sup> and obesity,<sup>4</sup> as well as against maltreatment and neglect.<sup>5</sup>

One randomized trial of community Birth Doula support for young mothers, published in *Infant Mental Health Journal* in 2013 found that mothers who had received Birth Doula services endorsed more child-centered parenting values, showed more positive engagement with their infants, and were more likely to respond to infant stress at four months. Their infants were less likely to show visible upset during observed interactions. They also noted that impacts could be sustained when the program partnered with a longer home visiting program.<sup>6</sup>

## B. Overview of Service Delivery System

As described by Doulas of North America (DONA), Birth Doulas develop a trusting relationship with the mother. Services include pre-and post-partum emotional support, continuous emotional reassurance and comfort throughout the entire labor and delivery process, and post-partum support and reassurance to facilitate the transition to caring for an infant. (Source: DONA International)

A national model of Community-based Doula Programs is provided by Health Connect One, who lists five essential components of doula programs:

1. Employ women who are trusted members of the priority population; women of and from the same community as the mothers and able to bridge language and cultural barriers. .
2. Extend and intensify the role of doula with families from early pregnancy through the first months' postpartum.

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<sup>1</sup> <http://www.ncbi.nlm.nih.gov/pubmed/23076901>

<sup>2</sup> [http://pediatrics.aappublications.org/content/132/Supplement\\_2/S160.abstract](http://pediatrics.aappublications.org/content/132/Supplement_2/S160.abstract)

<sup>3</sup> <http://www.ncbi.nlm.nih.gov/pubmed/15037991>

<sup>4</sup> <https://www.sesp.northwestern.edu/docs/publications/8552772124e6bb78b1b0ff.pdf>

<sup>5</sup> <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2650825/>

<sup>6</sup> *Promoting Positive Mother–Infant Relationships: A Randomized Trial of Community Doula Support For Young Mothers*, Hans et al, *Infant Mental Health Journal* 13 AUG 2013

3. Collaborate with community stakeholders and institutions; use a diverse team approach.
4. Facilitate experiential learning using popular education techniques and the Health Connect One training curriculum.
5. Value the doulas' work with salary, supervision and support.

### C. Priority Population

Priority participants are low-income pregnant women of color, who may also be immigrant, refugee, homeless, or limited English speaking, and live in the City of Seattle.

### D. Expected Investment Outcomes and Indicators

The successful applicant will begin immediately providing Birth Doula services to low income women in Seattle with the following outcomes and indicators.

**Result:** Families will be strong, stable and healthy.

**Indicator:** The percent of Seattle children, youth and adults who are obese will be reduced.

**Disparity:** On average an infant of color is 1.3 times more likely to be low birth weight than white infants.

- Native American 10%
- Pacific Islander 9.8%
- African American 7.9%
- Asian 7.7%
- Hispanic 6.7%

**Equity Target:** Native American, Pacific Islander, African American, Asian, and Hispanic infants meet or exceed the healthy birth rate of white infants.

**Quantity:** 50 low income pregnant women of color will have Birth Doula Services.

**Quality:** The Doula agency will be accredited, the Birth Doulas will be trained and certified and the mothers will be surveyed for satisfaction.

**Impact:**

- 95% of women served will breastfeed after delivery
- 95% of infants delivered will have a medical care provider
- 95% of infants delivered will have a birth weight at or above 5.5 lbs.

## V. HSD's Commitment to Funding Culturally Responsive Services

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 client-centered and strength-based services that are culturally:

1. **COMPETENT**, as demonstrated by "a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or profession that enables that system, agency, or profession to work effectively in cross-cultural situations".<sup>7</sup> It is "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>8</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>9</sup>

<sup>7</sup> Cross, T., Bazron, B.J., Dennis, K. and Isaacs, M.R. (1989) *Towards a Culturally Competent System of Care (Vol. 1)*. Washington, DC: National Technical Assistance Center for Children's Mental Health, pg. 121.

<sup>8</sup> Coyne, C. (2001) "Cultural Competency: Reaching Out to All Populations". PT Magazine, pgs. 44-50.

<sup>9</sup> York, S. (2003) *Roots and Wings: Affirming Culture in Early Childhood Programs*. St. Paul, MN: Redleaf Press, pg. 161.



2. **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 target populations identified in the funding opportunity. For example, for those for whom English is not a primary language, agency staff will work to ensure that service recipients have access to culturally relevant interpreter services and/or written materials available in multiple languages.
3. **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 capacity to create authentic and effective relationships and provide culturally congruent 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 via the investment.
4. **ACCESSIBLE** through language, location, and delivery style. Agencies have the capacity to overcome mainstream barriers and/or provide effective alternative strategies that enable service recipients to easily access mainstream and nontraditional programs and services.

## VI. Program Requirements

HSD intends to fund one Birth Doula provider organization at a maximum of \$75,000. The selected provider will serve approximately 50 pregnant women annually through this funding support. The selected provider organization must have three years of experience providing Birth Doula services, be currently providing Birth Doula services at the time of application and must demonstrate capacity for immediate implementation of Birth Doula services upon contract award. The organization must be nationally accredited and Birth Doulas must be trained and certified.

### A. Program Model

Birth Doula services will be provided before, during and after the baby's birth, through a trusted relationship, culturally relevant, family support and strengths-based approach. The successful applicant must provide all of the service components listed below, either directly or in partnership with another agency or program.

### B. Criteria for Eligible Clients

Priority participants are low-income pregnant women of color, who may also be immigrant, refugee, homeless, or limited English speaking, and live in the City of Seattle. The family income will be at or below 250% of the federal poverty level.

### C. Required Service Components

Birth Doula Services must provide all of the following service components, either directly or in partnership with another agency or program:

#### 1. Prenatal Home Visits

Prenatal home visits will be conducted at least twice in the last trimester of pregnancy and are focused on building relationships, meeting the needs of the mother and family, childbirth preparation, and parenting education. Examples include explanation of childbirth practices and procedures and assistance for the mother in building the knowledge to make informed decisions about her care. The Birth Doula also advocates for the mother's wishes by encouraging the mother to ask questions of her medical care provider and to express her preferences and concerns.

## **2. Labor and Delivery**

Birth Doula will provide continuous emotional and physical support and reassurance throughout the entire labor and delivery process. They will work collaboratively with the mother's other supports before, during and after labor and delivery. The Birth Doula serves as a member of the maternity care team, focusing on the mother's emotional well-being, and enhancing communication between the mother, her family and the medical staff.

## **3. Post-Partum Support**

Birth Doula support will be provided for at least eight weeks following childbirth to facilitate the mother and family's transition to caring for an infant. Examples of support include, but are not limited to, breastfeeding, peer support; providing companionship and education around caring for and bonding with an infant; emotional and physical recovery from birthing process; self-care strategies; development of a postpartum care plan including information and referral and participation in follow-up visits with medical providers or public health nurses, if requested.

## **4. Support Groups for New Mothers**

The Birth Doula organization will provide support groups or partner with a community organization to refer new mothers to an ongoing support group.

## **5. Information and Referral**

Throughout the provision of services, the Birth Doula will listen to the needs and concerns of the mother and family and refer to health services, social services and government services, as needed. Examples include, but are not limited to:

- Nutritious food resources, including but not limited to Women, Infant and Children (WIC) and Supplemental Nutrition Assistance Program (SNAP)
- Stable housing
- Baby clothing, supplies and equipment
- Health and Mental Health: Medical and dental homes for each family member; Health promotion activities
- Social peer support through family centers and other community resources
- Child development, childcare and parenting education resources

## **6. Collaboration with City and County Health Programs**

Public Health-Seattle and King County provides Nurse Family Partnership (NFP) for first time, low-income mothers who are less than 28 weeks pregnant and until the child is two years old. Public Health-Seattle and King County will be a source of referrals to the Birth Doula organization. In the event that the Birth Doula organization is providing services to clients of NFP or other existing City-funded Public Health services, the Birth Doula organization will collaborate with the Public Health programs to ensure that Birth Doula services are compatible and coordinated.

## **7. Outreach to and Collaboration with City Funded Family Resource Centers**

HSD currently funds six Family Resource Centers throughout Seattle, including teen parent services in Southeast, Southwest and North Seattle. The Birth Doula organization will conduct outreach to the Family Resource Centers to create mutual referral systems and will explore partnership possibilities.

## **D. Key Staff and Staffing Level**

The Birth Doula organization must have an administrator responsible for managing this contract, a business office capable of invoicing the city and maintaining an approved general ledger system of accounts, and a data manager with a data system capable of collecting and reporting required data. The Birth Doula organization will provide or facilitate access to training and certification for Birth Doulas.

The Birth Doula should reflect the cultures of families being served. They should also reflect the nine most prevalent languages of English-Language-Learner families in Seattle Public Schools: Spanish, Vietnamese, Somali, Chinese, Tagalog, Amharic, Tigrinya, Oromo and Cambodian.

#### **E. Deliverable Outcomes and Milestones**

Implementation of services will begin immediately upon contract execution anticipated to be April 1, 2015.

##### **Quantity**

- 50 mothers receiving Birth Doula services

##### **Quality**

- Birth Doula organization is accredited, Birth Doulas are certified and mother's complete satisfaction surveys.

##### **Impact**

- 95% of mothers are breastfeeding
- 95% of babies with an identified medical care provider
- 95% of babies born at or above 5.5 lbs. birth weight

In addition, City Council has required that HSD provide a report in July, 2015 on the data such as described below in section VIII, and "an analysis of the provider organization's publicly available financial statements and prospects for private or other funding to confirm whether City funding is needed. The provider organization must identify other financial resources to be used in addition to the requested funds through this application. These financial report requirements will also be incorporated into the selected agency's contract.

### **VII. Agency Eligibility**

Applications meeting the requirements of this RFQ will be accepted from any legally constituted entities that meet the following conditions:

- 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.
- If the applicant is incorporated as a private non-profit corporation in the State of Washington and has been granted 501(C) (3) tax exempt status by the United States Internal Revenue Service, the applicant's 501(C) (3) status is in good standing and has not been revoked in the previous calendar year.
- 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 is in good standing and has not been revoked in the previous calendar year.
- The applicant must have a Federal Tax ID number/employer identification number (EIN) to facilitate payments from the City of Seattle to the provider.

### **VIII. Client Data and Program Reporting Requirements**

Birth Doula organization 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.

The contract will also require the agency to report for Seattle clients:

- number of babies being breastfed
- number of babies with an identified medical care provider
- baby's birth weight at delivery
- demographics of mothers and babies served
- number and demographics of the Birth Doula providing prenatal, birth and post-partum services
- number and type of visits or services provided
- number of referrals to other services
- coordination with other relevant agencies and City programs
- agency's outreach activities
- mothers' satisfaction with services

Applicants must demonstrate the ability to collect and report these data points monthly, quarterly or annually as required in their contract.

## 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 at <http://www.seattle.gov/humanservices/funding/>.
- 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.

- HSD accepts no responsibility or obligation to pay any costs incurred by any applicant agency in the preparation or submission of a proposal or application or in complying with any subsequent request by HSD for information or participation throughout the evaluation and selection process.
- The Birth Doula services contract will be a unit-based cost contract. Birth Doula services, which include at least two pre-birth meetings, support during labor and delivery, and at least two postpartum visits, shall constitute a unit of service and be reimbursed at the rate of \$1500. Half of the cost will be paid to the agency at the time the birth mother enrolls for services and the other half after the last postpartum visit and receipt by the city of an invoice and required backup documentation.

## **X. Selection Process**

This RFQ is competitive. All interested parties must submit a complete application packet by the deadline to be considered for funding. All completed applications turned in before the deadline that meet the minimum eligibility qualifications will be reviewed and individually scored by members of the review committee. The review committee will forward their 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).

Applications not meeting submittal requirements or minimum eligibility qualifications will be deemed non-responsive and will be eliminated from further consideration. HSD reserves the right to identify, seek clarification and accept or waive any nonmaterial irregularities or informalities in determining whether or not an application is responsive.

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 applicants prior to forwarding funding recommendations to the HSD Director.

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 did meet the minimum requirements, qualifications, formatting standards, and was complete, 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. Within five (5) business days from the date of the written notification by HSD, the applicant may submit a written appeal to the HSD Director.
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 may not prevent HSD from moving forward with the application review and rating process. 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:**

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.

1. Within ten (10) business days from the date of the written notification by HSD, the applicant may submit a written appeal to the HSD Director.
2. 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.
3. 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:

John Okamoto, HSD Interim Director  
Seattle Human Services Department  
700 5<sup>th</sup> Avenue, Suite 5800  
P.O. Box 34215  
Seattle, WA 98124-4125

Email: [John.Okamoto@seattle.gov](mailto:John.Okamoto@seattle.gov)

Include the following information and any additional information you would like considered in the appeal. Failure to provide the following information can 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:
  1. **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.)
  2. **For the Post-Notice of Award Appeal Process:** states the appropriate action, which may include but is not limited to rejecting all intended awardees or re-tabulating scores.

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

2015  
Birth Doula Services for Low-Income Women  
Request for Qualifications

## APPLICATION

### Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2015 Birth Doula Services for Low-Income Women 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 and Deadline

**Completed application packets are due by 4:00 p.m. on Monday, March 2, 2015.**

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. *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://web1.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 – Birth Doula Services for Low-Income Women  
Attn: Mary Johnson

*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 for this RFQ. Do not include a cover letter, brochures, or letters of support. Applications that do not follow the required format will be deemed unresponsive and will **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 12-point font.
- C. The application may not exceed a total of 8 pages including the narrative sections. The attachments for coversheet, budget and personnel will not count toward the page limit.
- D. Organize your application according to the section headings that follow. For the narrative sections, please include section titles, subheadings and questions that are in bold print. You do not need to rewrite the questions for specific elements of each question.

## III. Proposal Narrative and Rating Criteria

Write a narrative to sections A – E. Answer each section completely according to the questions. Do not exceed a total of 8 pages for section A – E combined.

### NARRATIVE QUESTIONS

#### **A. PROGRAM DESIGN DESCRIPTION (25 points)**

1. The program will provide Birth Doula services for priority participants who are low-income pregnant women of color, who may also be immigrant, refugee, homeless, or limited English speaking, and live in the City of Seattle. Using the information on page 9, Program Requirements of the RFQ guidelines, describe how your organization’s program model would meet these requirements.
2. Through this RFQ, the City will fund up to \$75,000 for eight months in 2015 (April 1 to December 31) and it is expected that there will be \$75,000 for 12 months in 2016 (January 1 to December 31). Describe how your organization plans to adapt in 2016 to the decreased amount of funding from the City of Seattle.

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

- Applicant presents a thorough description of the program that includes an understanding of the service components and evidence of likely success in meeting outcomes.
- Applicant demonstrates an understanding of the unique needs of the priority population.
- Applicant has a sufficient number of qualified staff (or partners) to deliver the services as described.
- Applicant demonstrates a sound plan to adapt to decreased funding in 2016

#### **B. CAPACITY AND EXPERIENCE (35 points)**

1. The selected Birth Doula organization must have been in operation and providing Birth Doula services for at least three years and demonstrate capacity for immediate implementation of Birth Doula services upon contract award.
  - The organization should be nationally accredited.
  - Birth Doulas should be trained and certified and the organization will provide or facilitate access to training and certification for Birth Doulas.
  - The selected organization must have an administrator responsible for managing the contract.Please describe your organization’s capacity and experience in these areas.
2. Describe your organization’s experience with data management, collecting, storing, and analyzing client

information and program activities. What is your technical capacity for tracking client information and producing reports?

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

- Applicant has at least three years of experience in delivering the Birth Doula Services and is nationally accredited.
- Applicant demonstrates capacity for immediate implementation of services at the time of contract award.
- Applicant describes processes for maintaining qualified staff that matches the levels needed to run the program, as described.
- Applicant describes training requirements and access to training and certification for Birth Doulas.
- Applicant demonstrates an understanding of and capacity for data collection and analysis.

### **C. PARTNERSHIPS AND COLLABORATION (10 POINTS)**

1. The Applicant should have strong existing partnerships and collaborations, as well as a plan for additional partnerships and collaborations, as needed, to coordinate services and support families. Please describe your partnerships and collaborations, both existing and proposed for this project.
2. Describe how you will refer clients to other programs and agencies in a seamless manner.

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

- Applicant has effective partnerships and collaborations that enhance service quality, minimize duplication, enhance the resources available and provide benefit to program participants.
- Applicant demonstrates seamless client referrals to other programs and agencies.

### **D. CULTURAL COMPETENCY (20 points)**

1. Describe your experience providing services to diverse groups, including people of color, immigrants and refugees, low-income populations, homeless and English language learners. What languages are spoken by staff and Birth Doulas?
2. Describe how the agency board and staff represent the cultural, linguistic and socio-economic background of program participants.
3. Describe your program's strategy for ensuring cultural and linguistic competence is infused throughout your policies, procedures, practices, and training.

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

- Applicant demonstrates understanding of cultural competence and describes how cultural competence is incorporated into the program and service delivery.
- Applicant has a proven record of providing culturally and linguistically relevant services to the priority populations.
- Applicant's staff and Birth Doulas' composition reflects the cultural and linguistic characteristics of the priority populations.
- Applicant's board composition reflects the cultural and linguistic characteristics of the priority populations.
- Applicant has a strategy for ensuring cultural and linguistic competence is infused throughout their policies, procedures, practices and training.

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

1. Complete the Proposed Program Budget and Personnel forms (Attachment 3 and 4; this does not count toward the 8 page narrative limit). Describe how these funds will be used. Identify other resources and amounts that will be used to support the participants served by this program.
2. Describe your organization's financial management system. How do you establish and maintain general accounting principles, sound accounting systems and internal controls?
3. Describe how your agency has the capability to meet program expenses in advance of reimbursement.

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

- Costs are appropriate given the nature of the services, priority populations, the proposed level of service, and the proposed outcomes.
- The proposed program is cost effective given the type, quantity, and quality of services.
- The applicant identifies other funds to be used with any funds awarded from this RFQ for providing the services described in the proposal, and provides evidence that these funds are sustainable.
- The applicant has a demonstrated capacity to ensure adequate administrative and accounting procedures and controls necessary to safeguard all funds that may be awarded under the terms of this RFQ.
- The applicant demonstrates the capability to meet program expenses in advance of reimbursement.

**Total = 100 points**

## IV. Application Checklist

A completed 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. A copy of your agency's most recent financial audit.
  - a. If your agency does not have a recent financial audit, provide a copy of your most recent IRS Form 990 (nonprofit agencies only) or latest business income tax return (for-profit agencies only).
6. A copy of your agency's financial statement from the last fiscal year, certified by your agency's Chief Financial Officer (CFO) or financial manager.
7. A current certificate 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. A current certificate of commercial general liability insurance.
9. Roster of your agency's current Board of Directors.
10. 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.

An incomplete application packet will be deemed unresponsive and will **not** be rated.

## V. List of Attachments and Related Materials

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

**2015**  
**Birth Doula Services for Low-Income Women**  
**Request for Qualifications**  
**Application Checklist**

This optional checklist is to help you complete your application packet 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 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.
  - A completed narrative response addresses all of the following:
    - Program Design Description (25%)
    - Capacity and Experience (35%)
    - Partnership and Collaboration (10%)
    - Cultural Competency (20%)
    - Budget and Leveraging (10%)
- Completed the Proposed Program Budget (Attachment 3)**\*
- Completed the Proposed Personnel Detail Budget (Attachment 4)**\*
- Attached the following supporting documents?**\*
- A copy of your agency's most recent financial audit (or Form 990 or tax return, per Section IV)
  - A copy of your agency's financial statement from the last fiscal year, certified by your agency's CFO or financial manager
  - A current certificate of nonprofit status or evidence of incorporation or status as a legal entity
  - A current certificate of commercial general liability insurance
  - If your agency has an approved indirect rate, attached a copy of proof that the rate is approved by an appropriate federal agency or another entity
  - Roster of your current Board of Directors

*\*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 Monday, March 2, 2015.** Application packets received after this deadline will not be considered. See Section I for submission instructions.



**City of Seattle  
Human Services Department**

**2015  
Birth Doula Services for Low-Income Women  
Request for Qualifications  
Application Cover Sheet**

1. Applicant Agency:			
2. Agency Executive Director:			
3. Agency Primary Contact			
Name:			Title:
Address:			
Email:			
Phone #:			
4. Organization Type			
<input type="checkbox"/> Non-Profit	<input type="checkbox"/> For Profit	<input type="checkbox"/> Public Agency	<input type="checkbox"/> Other (Specify):
5. Federal Tax ID or EIN:		6. DUNS Number:	
7. WA Business License Number:			
8. Proposed Program Name:			
9. Funding Amount Requested:			
10. # of clients to be served:			
11. Partner Agency (if applicable):			
Contact Name:			Title:
Address:			
Email:			Phone Number:
Description of partner agency proposed activities:			
12. Partner Agency (if applicable):			
Contact Name:			Title:
Address:			
Email:			Phone Number:
Description of partner agency proposed activities:			

**Authorized 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: \_\_\_\_\_



**2015**  
**Birth Doula Services for Low-Income Women**  
**Request for Qualifications**  
**Proposed Program Budget**  
**April 1, 2015 to December 31, 2015**

<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				
<b>SUBTOTAL – PERSONNEL SERVICES</b>				
<b>2000 – SUPPLIES</b>				
2100 Office Supplies				
2200 Operating Supplies <sup>2</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>3</sup>				
3210 Telephone				
3220 Postage				
3300 Automobile Expenses				
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>4</sup>				
4999 Administrative Costs/Indirect Costs <sup>5</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> Operating Supplies – Itemize below (Do Not Include Office Supplies):

	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>3</sup> Other Professional Services – Itemize below:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>4</sup> Other Miscellaneous Expenses – Itemize below:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>5</sup> Administrative Costs/Indirect Costs – Itemize below:	
	\$
	\$
	\$
	\$
<b>Total</b>	<b>\$</b>

<sup>5</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.				

**2015  
 Birth Doula Services for Low-Income Women  
 Request for Qualifications  
 Proposed Personnel Detail Budget  
 April 1, 2015 to December 31, 2015**

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

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