



**City of Seattle  
Human Services Department**

**2014  
Senior Centers  
Request for Investment**

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## **GUIDELINES**

### **I. Introduction**

The Aging and Disability Services (ADS) division of HSD is seeking applications from agencies interested in providing Senior Center services for older adults in the City of Seattle. This Request for Investment (RFI) is open to nonprofit agencies. Senior Centers are places where older adults can access a range of activities and services to improve their health, well-being, and independence, and where people of all ages can actively engage in their community.

Applications will be accepted from senior centers/agencies that meet all of the following criteria:

- Provide dedicated space within the Seattle city limits for older adults to gather for drop in visits and scheduled programming and activities.
- Operate a minimum of 20 hours per week and a minimum of three days a week.
- Provide the following services and activities: 1) Food and Nutrition Programs; 2) Health Promotion, Wellness and Fitness; 3) Education, Recreation, Socialization and Personal Growth; 4) Social Services; and 5) Outreach.
- Two years of experience in operating a senior center or in providing services and activities in at least three of the five categories listed above for older adults.

Eligible participants are older adults living in the City of Seattle, ages 50+. Funding is prioritized for eligible participants with the highest social and economic needs, including older adults who are: low income; in poor health; ethnic and cultural minorities; or limited English proficient.

HSD plans to invest up to **\$1,141,692** in HSD General Fund dollars through the Senior Centers RFI. Initial awards will be made for the period of January 1, 2015 to December 31, 2015. Funding beyond 2015 will be contingent upon performance and funding availability.

All materials and updates to the RFI 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 2014 Senior Centers RFI, please contact:

Maria Langlais, Senior Centers RFI Coordinator via email at [maria.langlais@seattle.gov](mailto:maria.langlais@seattle.gov)  
Amy Holland, ADS Contracts Manager via email at [amy.holland@seattle.gov](mailto:amy.holland@seattle.gov)

## II. Timeline

Funding Opportunity Released	Monday, July 21, 2014
Information Session 1	Tuesday, August 5, 2014 1:00 p.m. to 4:00 p.m. Northgate Community Center 10510 5 <sup>th</sup> Ave NE, Seattle, WA 98125
Information Session 2	Wednesday, August 6, 2014 9:30 a.m. to 12:30 p.m. 2100 Building, Community Rooms A and B 2100 24 <sup>th</sup> Ave S, Seattle, WA 98144
Last Day to Submit Questions	Friday, September 5, 2014 by 12:00 p.m.
Application Deadline	Monday, September 15, 2014 by 12:00 p.m.
Site Visits	October 27 – 31, 2014
Planned Award Notification	Friday, November 14, 2014
Contract Start Date	January 1, 2015

HSD reserves the right to change any dates in the RFI schedule.

## III. HSD Guiding Principles

In addition to the investment outcomes stated in this RFI, 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 & 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, strategies for achieving the desired results, performance measures and equity target(s).



All investments resulting from this funding opportunity will demonstrate alignment with HSD’s theory of change towards achieving the **Aging and Disability Services** division’s goal and the desired results:

**Goal: Our community promotes healthy aging and lifestyle**

**Results:**

- Vulnerable adults have **affordable, quality healthcare**
- Vulnerable adults have their **basic needs met**
- Vulnerable adults **improve or maintain their health** (physical, social, emotional)
- Vulnerable adults **remain independent**

The City of Seattle Human Services Department seeks to contract with a diverse group of providers to help achieve the desired result of Senior Center investments: *vulnerable adults improve or maintain their health and remain independent* as indicated by the *percentage of self-reported positive health status*.

**Senior Center Investment 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.

Result	Indicator	Strategy	Performance Measure	Equity Target
Condition of wellbeing for entire population	Achievement benchmark – how we know the “result” was achieved	Activities that move the dial on the result & indicator – what HSD is purchasing	What gets counted, demonstration of how well a program, agency or service is doing (quantity, quality, impact)	Goal for addressing disparities in the population level data
Vulnerable adults improve or maintain health	Participation in health activities	1) Evidence-informed health promotion activities	• # of clients participating in activities	Seniors of color and low-income seniors report good, very good or excellent health status at the same rate as
Vulnerable adults remain independent	% of self-reported positive health status	2) Social support services 3) Access to nutrition programs	• # of clients receiving services • Client satisfaction survey	

			<ul style="list-style-type: none"> <li>• Increased ability to meet own needs</li> <li>• Improved health (physical, emotional and social)</li> </ul>	White and middle-income seniors.
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The Senior Center investment was guided by community engagement, research on promising practices, and program and population data. These efforts expanded on the work and recommendations contained in [Seattle for a Lifetime: City Goals for Older Adults<sup>1</sup>](#), a response to Seattle City Council Statement of Legislative Intent 38-2-A-1, and the [ADS Area Plan on Aging, 2012-15<sup>2</sup>](#). Following is a brief description of each of these efforts and relevant findings.

### Community Engagement

Community engagement activities included stakeholder meetings, discussions and forums with: staff and participants from Seattle based senior centers; local funders; staff and participants from senior centers in other parts of King County; representatives from Immigrant/Refugee communities; ADS Advisory Council members; and other City departments including Library, Neighborhoods, Planning & Development and Parks.

In addition, information gathered from other recent processes, including the Senior Nutrition Program RFI and the Area Plan on Aging, was included in the review. The following themes emerged:

- Senior Centers are hubs for supporting an aging community.
- Older adults are more inclined to access services that are provided in safe and supportive environments by trusted providers in their communities.
- On-site social services/social workers are essential for connecting participants to needed programs and supports.
- Participant trends include older adults with increasingly complex social and physical needs, including elders who are homeless or at-risk of becoming homeless, and people with dementia.
- Transportation is an ongoing challenge, particularly the limited transit options available to and from certain parts of the city (e.g., Northeast Seattle to North or Northwest Seattle).
- Programs and services must be open and inviting to people from different cultures.
- Build upon neighborhood strengths and community assets.

### Promising Practices Research

The [National Institute of Senior Centers<sup>3</sup>](#) (NISC), an affiliate program of the National Council on Aging (NCOA), is the primary source for information and resources on senior centers, including research, promising practices, and national standards. A review of NISC resources to identify characteristics of successful Senior Centers indicates that these centers:

- Respond to the needs of an increasingly diverse population of older adults from different cultural, generational and socioeconomic backgrounds.
- Hire and retain quality staff and provide opportunities to develop leaders/volunteers to support the center and the community.
- Leverage limited resources by developing strong partnerships and diverse funding to provide innovative programs and connect participants to needed services.
- Deliver high quality and cost-effective services in a safe and inviting setting.

<sup>1</sup> [http://www.agingkingcounty.org/docs/sli\\_38-2-a-1\\_older\\_adults.pdf](http://www.agingkingcounty.org/docs/sli_38-2-a-1_older_adults.pdf)

<sup>2</sup> [http://www.agingkingcounty.org/area\\_plan.htm](http://www.agingkingcounty.org/area_plan.htm)

<sup>3</sup> <http://www.ncoa.org/national-institute-of-senior-centers/>

Senior Centers play a critical role in providing opportunities for older adults to improve their physical and mental health and well-being, and in reducing social isolation. In an effort to assess the impact of Senior Centers, NISC/NCOA developed and tested a tool to measure outcomes and indicators, the [Senior Center Services Evaluation Survey \(SCSES\)](#)<sup>4</sup>. The survey includes questions on the following outcome areas: socialization, physical and mental health, access to services, ability to maintain independence and overall customer satisfaction. HSD will be working with other local Senior Center funders, United Way and King County, to develop guidelines for administering this tool in City of Seattle funded centers.

### Program and Population Data

A review of population data for the stated priority populations for this investment and 2013 program data for City funded Senior Centers yielded the following results:

<b>Population Level Data</b>	
Race / Ethnicity	<ul style="list-style-type: none"> <li>In 2010, the Seattle population age 60+ was: 73% white (71,065), 15% Asian (14,843), 7% Black/African American (7,225), and about 3% of other races (multi-racial; American Indian/Alaska Native, 1,394; Native Hawaiian/Pacific Islander, 323)<sup>5</sup>.</li> <li>The age 60+ population was 2.5% Hispanic/Latino (who can be of any race)<sup>6</sup>.</li> <li>26% of foreign born are 65+, a higher percentage than among US-born<sup>7</sup>.</li> </ul>
Poverty	<ul style="list-style-type: none"> <li>26% of elders (65+ years) in Seattle live at or below 200% of the federal poverty level               <ul style="list-style-type: none"> <li>67,240 elders (65+ years) residing in Seattle<sup>8</sup></li> <li>17,270 elders (65+ years) are at or below 200% of the federal poverty level<sup>9</sup></li> <li>3,430 elders in Seattle identifying as Black or Latino are at or below 200% of the federal poverty level, as are 6,080 Asian elders, 730 American Indian elders, and 200 Hawaiians/Pacific Islanders 65+<sup>10</sup>.</li> </ul> </li> </ul>
Health Disparity	Behavioral Risk Factor Surveillance Survey (BRFSS <sup>11</sup> ) data: <ul style="list-style-type: none"> <li>In 2008-2012, 18% of Seattle adults age 60 and older said their health was fair or poor.</li> <li>31% of low income older adults (age 60+) report fair to poor health.</li> <li>Black, Latino and American Indian elders are more likely to experience poor health than are White non-Hispanic elders. Asian elders do not differ in health from White non-Hispanics.</li> <li>Sample sizes for Native Hawaiian/Pacific Islander elders are too small to give reliable rates for fair/poor health.</li> </ul>
Geography <sup>12</sup>	<ul style="list-style-type: none"> <li>Elders with low income are more numerous in the central and southeast parts of the city, in south Delridge abutting White Center, and in the Lake City/Northgate areas of north Seattle.</li> <li>African American/Black seniors are more geographically concentrated than are Hispanics/Latinos. Almost half of all Black seniors live in the 10 Census tracts with the largest numbers of Blacks 60+.</li> <li>In contrast, less than 20% of Latino seniors live in the 10 tracts with the largest numbers of Latinos 60+. Even in those tracts they make up less than 5% of the senior population.</li> </ul>

<sup>4</sup> <http://agingkingcounty.org/docs/SeniorCenterPlanning/SeniorCenterServicesEvaluationSurvey.pdf>

<sup>5</sup> Census 2010, SF2, Table QT-P1.

<sup>6</sup> Census 2010, SF2, Table QT-P1.

<sup>7</sup> American Community Survey 2008-2012, table S0501

<sup>8</sup> WA State Office of Financial Management official pop estimates, 2011

<sup>9</sup> American Community Survey Public Use Micro Sample (PUMS) data 2008-2012

<sup>10</sup> American Community Survey Public Use Micro Sample (PUMS) data 2008-2012

<sup>11</sup> BRFSS: Washington State Department of Health, Center for Health Statistics, Behavioral Risk Factor Surveillance System. Supported in part by Centers for Disease Control and Prevention Cooperative Agreement.

<sup>12</sup> American Community Survey 2008-2012, Table B17024 for tracts.

- See map below for low income older adults by census tract.

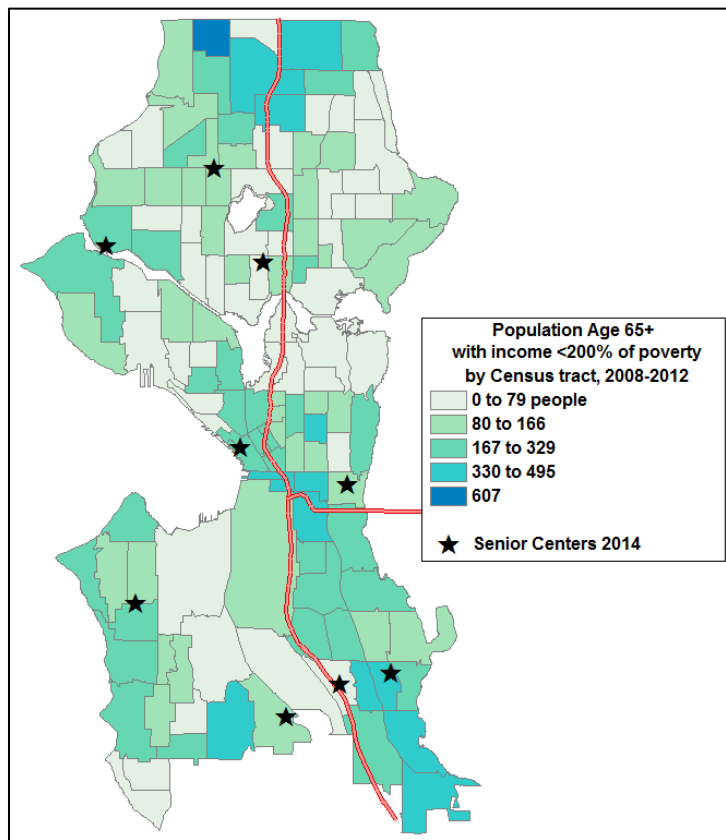
**Program Level Data\***

From 2013 Client Profile Reports for currently funded Senior Centers:

- Total Clients served: 17,557 people
- 5,207 (29.7%) people served were at or below 200% of the federal poverty level; Income was reported as unknown for 3,265 (18.6%) participants.
- 5,798 (33%) of people served identified as minority or non-white:
  - 2,901 (16.5%) of people served identified as Black.
  - 1,321 (7.5%) of people served identified as Asian.
  - 507 (2.9%) of people identified as Latino.
  - Race/ethnicity was not reported for 2,493 (14.2%) of participants.

\* Data is submitted in aggregate. Participant totals and subtotals for demographic categories may be duplicated, and data cannot be cross tabulated.

**Map of Seattle residents age 65+ with low income (<200% of the federal poverty level) and location of currently funded Senior Centers**



The intent of this RFI is to support current infrastructure investments and to reallocate funds based on HSD’s investment priorities. However, as the map above illustrates, the northeast part of the city, an area with a large number of low income older adults, does not have a senior center. In response to this service area gap, HSD will initiate a stakeholder process later this year to address infrastructure and program needs for older adults in Lake City and northeast Seattle. This development work is out of scope for this RFI. HSD reserves the right to use funds from this investment process to fund a new senior center in northeast Seattle, pending a successful application that demonstrates the ability to meet the program requirements (Section VI).



## 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>13</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>14</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>15</sup>
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 a maximum of twelve Senior Centers at a range between \$40,000 and \$60,000 per site. Remaining funds will be allocated at the City’s discretion to successful applicants/sites, up to a maximum of \$150,000, based on the strength of the application, number of participants served, and impact on priority populations. Discretionary funding consideration will also be given to sites that may be less able to generate and/or leverage additional resources from within their local community.

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<sup>13</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>14</sup> Coyne, C. (2001) “Cultural Competency: Reaching Out to All Populations”. PT Magazine, pgs. 44-50.

<sup>15</sup> York, S. (2003) Roots and Wings: Affirming Culture in Early Childhood Programs. St. Paul, MN: Redleaf Press, pg. 161.

## **A. Service/Program Model**

Senior Centers are places where older adults can access a range of activities and services to improve their health, well-being, and independence, and where people of all ages can actively engage in their community. Senior Centers are an integral part of the aging service network, providing a trusted and welcoming place where older adults can connect to needed services. Senior Centers are also important community and neighborhood hubs that raise awareness of aging issues, promote aging readiness and generate support for healthy aging in their communities.

Successful applicants must meet the minimum requirements outlined below (Sections VI. B-G) and demonstrate the ability to successfully deliver high quality, cost effective programs that improve the health, well-being and independence of vulnerable populations. High quality programs are those that:

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

## **B. Eligible Clients and Priority Populations**

Eligible participants are older adults living in the City of Seattle, ages 50+. Funding is prioritized for eligible participants with the highest social and economic needs, including older adults who are: low income; in poor health; ethnic and cultural minorities; or limited English proficient.

## **C. Required Service Components**

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

### **i. Food and Nutrition**

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

### **ii. Health Promotion, Wellness, and Fitness**

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

### **iii. Education, Recreation, Socialization, and Personal Growth**

Scheduled activities or opportunities lead by a paid staff or volunteer and designed to build relationships among clients, provide new, enhance, and/or use peoples' skills. Examples include guest lecturers, cultural activities, computer classes, card and board games, crafts, dances, classes/workshops, trips/excursions, volunteer programs, and leadership development programs.

### **iv. Social Services**

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

- a. Care Coordination: Assess client needs and develop a care plan to address needs. Coordinate care planning with client and formal or informal supports, contacting service providers to secure services, and scheduling appointments. Follow-up with clients as needed, on an on-going basis, and revise care plan accordingly.
- b. Information and Assistance: Provide information and help clients access services. Activities may include providing information on public benefits programs (food stamps, Medicare, SSI, emergency assistance); helping clients fill out insurance, benefit, or entitlement eligibility forms and application; connecting clients to resources.
- c. Home Visiting Program: Identify and support clients who are unable to access the senior center to decrease risk of social isolation.
- d. Support Groups: Facilitated by, or under the supervision of, a qualified social worker, people with similar issues meet to share experiences and advice to empower, improve coping skills, and/or have individuals feel less isolated and a sense of community.

**v. Outreach**

Conduct activities which locate and recruit older adults living in the community who currently do not regularly participate in senior center programs. Collaborate with other community agencies. Outreach examples include flyers, newsletters, presentations, and one-on-one informational sessions.

**D. Facilities**

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

- Centers must be open for both scheduled and drop in activities at least 20 hours per week and a minimum of three days a week.
- Operational hours and scheduled activities should be determined based on the needs and preferences of the community and target populations.
- Space should be appropriate for the type of activities and services offered, including group activities and individual services, with capacity to support administrative needs.
- Facilities should be safe and accessible.
- Facilities must have appropriate permits for related activities.

**E. Staffing and Volunteers**

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

**F. Outcomes and Performance Measures**

Contracts for Senior Center services will be outcome-based and will include a standard base payment. Payment for outcomes for the 2015 contract year will be based on the number of Senior Center Services Evaluation surveys administered to participants. Other performance measures may include the number of health promotion activities, social support services and nutrition programs provided, and the number of unduplicated participants for each of these components. Applicants must demonstrate the ability to collect and report these data.

## **G. Other Requirements**

- Senior Centers must develop collaborations and partnerships that minimize duplication and replication and enhance the quality of service delivery. This includes coordinating with other City funded programs and services. Successful applicants will be required to complete a Memorandum of Agreement with the Lifelong Recreation Program, a program serving older adults age 50+ through the Seattle Parks and Recreation Department.
- Agencies must identify other resources to be used in addition to the requested funds. Other resources must total 25% or more of the total program cost. In addition to other grant funds, other resources may include donations of goods and services (volunteers), monetary donations, and participant fees. Programs that are hosted by the senior center but which are funded through other grants and/or operated by other agencies, including other HSD funded programs (e.g., Senior Congregate Meals, PEARLS, and food banks) are not part of the center's operating budget and should not be included as part of the match requirement.

## **VII. Agency Eligibility**

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

- The 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.
- The applicant must be incorporated as a private nonprofit 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.
- The applicant must have a Federal Tax ID number/employer identification number (EIN) to facilitate payments from the City of Seattle to the provider.
- The applicant must demonstrate two years of experience in operating a senior center or in providing services and activities for older adults in at least three of the five required service components (Section VI. C.)

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

Agencies must be able to collect and report demographic data for participants, service utilization data for core components (number of activities and participants), and outcome measures as stated in any resulting contract. Agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases.

Agencies must have the ability to submit reports electronically to ADS. Current reporting requirements and specifications are available on the ADS website ([www.agingkingcounty.org](http://www.agingkingcounty.org); click "Service Providers" then "Reporting Requirements").

## IX. Contracting Requirements

- Any contract resulting from this RFI 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.
- HSD anticipates that contracts resulting from this RFI may be renewed annually, through the 2018 calendar year. All renewals of funding beyond 2015 will be contingent upon performance and funding availability, and are subject to renegotiation or amendment at HSD’s discretion.
- 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 RFI 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 RFI must publicly recognize HSD’s contribution to the program.
- Contractors will maintain a public 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.

## X. Selection Process

This Request for Investment (RFI) is competitive. All interested parties must submit a complete application packet by the deadline to be considered for funding. All complete 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 RFI, 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 RFI.

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 RFI.

HSD also reserves all rights not expressly stated in the RFI, 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 RFI.

## 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:**

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. 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.
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, HSD Interim 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 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:
  - 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 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

2014  
Senior Centers  
Request for Investment

## APPLICATION

### Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2014 Senior Centers Request for Investment (RFI). The RFI Guidelines is a separate document that outlines the RFI award process and provides more details on the service and funding requirements.

### I. Submission Instructions & Deadline

**Completed application packets are due by 12:00 p.m. on Monday, September 15, 2014.**

Application packets must be received in person, by mail, or electronic submission. No faxed or e-mailed proposals will be accepted. Proposals must be received and date/time stamped by the 12:00 p.m. deadline. *Late or incomplete proposals or proposals that do not meet the minimum eligibility requirements outlined in this RFI 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  
RFI Response – Senior Centers  
Attn: Maria Langlais, RFI Coordinator

*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 RFI. 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 12 pages including the narrative sections and attachments (unless the attachment is requested and specifically states that it will not count toward the page limit).
- D. Organize your application according to the section headings that follow. For the narrative sections, please include section titles and subheadings for each question. You do not need to rewrite the questions for specific elements of each question.
- E. Applicants requesting funding for more than one Senior Center location must complete a separate narrative for each site, and include related supporting documents, including separate budgets, for each site as identified in the narrative.

## III. Proposal Narrative & Rating Criteria

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

### NARRATIVE QUESTIONS

#### A. PROGRAM DESIGN DESCRIPTION (35 points)

1. Describe your program model and outline the key service components in your program. Include when and where (locations, times, days of week, etc.) services will be delivered and by whom.
  - Describe the programs and activities that will be provided under each of the five required service components.
  - Identify which of these programs and activities will be new or expanded services from what your agency currently provides.
  - Identify any services that use evidence-based or evidence-informed program models.
  - Provide a one month calendar of activities as an attachment (this does not apply to the total page count).
2. Briefly describe the facility and how it is suited to the programs and activities offered.
  - Outline the center’s hours and days of operation; indicate the hours per week that the center is open for “drop-in” visits.
  - Indicate whether the facility is rented or owned. If rented, please briefly describe the terms.
  - Indicate if the facility is sole purpose or shared use. If shared with other programs, briefly describe the arrangement and how the terms are agreed upon.
3. Describe the target population(s) to be served.
  - Describe the geographic location of your program site and to which Seattle neighborhoods services will be targeted.
  - Describe the target populations the center will serve.
  - Describe past success in engaging with populations that are new to your programs. Describe planned strategies for any outreach activities to engage new populations.
  - Provide data on the number of individuals served in 2013. Describe the characteristics of the population such as geographic region, age, income level, ethnicity, language, and other defining

attributes.

- Identify the number of unduplicated individuals you propose to serve in 2015. Describe any significant changes in the demographic characteristics of the individuals planned to be served in 2015 versus 2013.
4. Describe how you will solicit and incorporate input from the community into your program and ongoing services.

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

- Applicant presents a thorough description of the program that includes an understanding of the service components and evidence of likely success in meeting outcomes.
- Applicant demonstrates an ability to build upon existing service delivery systems.
- Applicant demonstrates an ability to comply with program requirements.
- Applicant demonstrates the program’s alignment with high quality programs criteria including the use of evidence based programs.
- The facility is appropriate for the planned activities and hours of operation meet requirements.
- Applicant clearly defines the target populations, and includes the appropriate priority populations.
- The program description shows a strong connection with the target population and reflects their strengths, needs, and concerns.
- Applicant demonstrates an understanding of the unique needs of the target population.
- Applicant demonstrates how services will address identified racial disparities by targeting services towards the equity target.

**B. CAPACITY AND EXPERIENCE (25 points)**

1. Describe your organization’s success providing senior center programs to older adults in Seattle, including your organization’s experience providing the required program components.
2. Include your organization’s ability to address changes in funding, staffing, changing needs in the community, and developing and/or maintaining board or leadership support.
3. Provide a list of and a brief job/volunteer description for all key personnel who will have a significant role in the program. Include this in your narrative, not as a separate attachment. Complete the Proposed Personnel Detail Budget (Attachment 4; this does not count toward the 12-page narrative limit).
4. Describe your plan for staff recruitment, training, supervision and retention for the proposed program.
5. Describe your organization’s experience with data management – collecting, storing, and analyzing client information and program activities. What is your technical capacity for collecting and reporting the required client information and service data?
6. Describe your organization’s current financial condition and outlook for sustainability. Provide sufficient detail to illustrate your organization’s financial viability to carry out the services proposed. If the organization is facing financial challenges, describe what steps are being taken to strengthen the organization’s financial condition.
7. Describe your organization’s financial management system. How do you establish and maintain general accounting principles, sound accounting systems, and internal controls? Entities without such capabilities may wish to have an established agency act as fiscal agent.

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

- The program description demonstrates the applicant’s experience in delivering the service for at least two years, OR (for applicants providing the service for the first time) the applicant presents related experience and a clear and realistic description and timeline for launching a new service.
- Applicant demonstrates successful experience adapting to changes in funds and community needs.
- The program has a sufficient number of qualified staff (or partners) to deliver the services as described, or a plan to build staff capacity in a short time.
- Applicant’s leadership is likely to provide strong ongoing support for the service proposed.

- Applicant describes processes for maintaining quality staff that matches the levels needed to run the program as described.
- Applicant demonstrates an understanding of and capacity for data management.
- Applicant demonstrates a financially viable organization that can sustain program operations.
- Applicant demonstrates capacity to ensure adequate administrative and accounting procedures and controls necessary to safeguard all funds which may be awarded under the terms of this RFI.

**C. PARTNERSHIPS AND COLLABORATION (15 points)**

1. Describe how the proposed project will collaborate with other agencies/programs to deliver services. What are the benefits of this effort for program participants? Please identify any areas that will consolidate the provision of services across agencies.
2. If the proposal includes collaborations and/or partnerships, name the partners in this arrangement. Explain the roles and responsibilities of the various partners. Please provide signed letters of intent from any partner providing key program elements. Partnership letters will not be counted toward the maximum page limit.
3. Describe how you will refer clients to other programs and agencies so that they may access other needed or complementary services in a proactive, seamless, client-friendly manner.

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

- Applicant describes effective partnerships and collaborations that enhance service quality, minimize duplication, enhance the resources available and provide benefit to program participants.
- Applicant has submitted signed letters of intent from partners.
- Applicant describes how clients will be referred to other programs and agencies in a proactive, seamless, client-friendly manner.

**D. CULTURAL COMPETENCY (15 points)**

1. Describe your experience providing direct services to diverse and historically disenfranchised groups (i.e. racial and ethnic minorities, immigrants and refugees, homeless and low-income populations, and English language learners). If experience is limited, what steps will you take to provide culturally responsive and inclusive services? Include a timeline for these steps with a description of how these steps may change the provision of services.
2. Describe how the agency board, staff, and volunteers represent the cultural, linguistic and socio-economic backgrounds of senior center participants.
3. Describe your program’s strategies for promoting cultural and linguistic responsiveness and relevance through your policies, procedures and practices.
4. What kind of trainings must your board, staff, and volunteers attend to promote and support cultural competency?

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

- Applicant demonstrates understanding of cultural competence and describes how cultural competence is incorporated into the program and service delivery.
- Applicant demonstrates the ability to provide culturally competent services within diverse communities and shows an understanding of the challenges.
- Applicant has a proven track record of providing culturally and linguistically relevant services to target populations.
- Applicant’s board and staff compositions reflect the cultural and linguistic characteristics of the priority populations.
- Applicant’s policies and procedures demonstrate a respect and appreciation for the cultural and linguistic characteristics of the priority populations.
- Applicant has demonstrated a commitment to ongoing training and development within the agency to

promote and support culturally competent service delivery.

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

1. Complete the Proposed Program Budget for the Senior Center site (Attachment 3; this does not count toward the 12-page narrative limit). The costs reflected in this budget should be for the service area only, not your total agency budget.
2. Describe how these funds will be used and identify other resources and amounts that will be used to support the clients served by this program.
3. Describe how your agency has the capability to meet program expenses in advance of reimbursement.

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

- Costs are reasonable and appropriate given the nature of the service, the target population, 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 RFI for providing the services described in the proposal, and provides evidence that these funds are sustainable.
- 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) for each proposed site.
3. A completed Proposed Program Budget (Attachment 3) for each proposed site.
4. A completed Proposed Personnel Detail Budget (Attachment 4) for each proposed site.
5. A copy of a one month calendar of activities for each proposed Senior Center site.
6. 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.
7. 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.
8. A current certificate of nonprofit status. Your agency must have a federal tax identification number/employer identification number.
9. A current certificate of public liability insurance.
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.
11. Roster of your agency's current Board of Directors (for the applicant agency if applying for more than one site).
12. Minutes from your agency's last four Board of Directors meetings (for the applicant agency if applying for more than one site).
13. If you are proposing a significant collaboration with another agency, attached a signed letter of intent from that agency's Director or other authorized representative.

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

## 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

## 2014 Senior Centers Request for Investment 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?**
- A narrative response must be completed for each Senior Center site proposed in the application
  - Each narrative response must not exceed 12 pages (8 ½ x 11), single spaced, double-sided, size 12 font, with 1 inch margins.
  - Page count does not include the required forms (Attachments 2, 3, and 4) and supporting documents listed below.
  - A completed narrative response addresses all of the following:
    - Program Design Description (35 points)
    - Capacity and Experience (25 points)
    - Partnership and Collaboration (15 points)
    - Cultural Competency (15 points)
    - Budget and Leveraging (10 points)
- Completed the Proposed Program Budget for each Senior Center site (Attachment 3)?\***
- Completed the Proposed Personnel Detail Budget for each Senior Center site (Attachment 4)?\***
- Attached the following supporting documents?\***
- A copy of a one month calendar of activities for each proposed Senior Center site
  - A copy of your agency's most recent financial audit (or Form 990, 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\*\*
  - A current certificate of public liability insurance\*\*
  - 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?\*\*\*
  - Roster of your current Board of Directors for the applicant agency\*\*
  - Minutes from your agency's last four Board of Directors meetings for the applicant agency\*\*
- If you are proposing a significant collaboration with another agency, have you attached a signed letter of intent from that agency's Director or other authorized representative?\***

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

*\*\*Agencies applying for multiple sites need to submit only one copy of these supporting documents.*

All applications are due to the City of Seattle Human Services Department by **12:00 p.m. on September 15, 2014**. Application packets received after this deadline will not be considered. See Section I for submission instructions.





**City of Seattle  
Human Services Department**

**2014 Senior Centers Request for Investment  
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. Total # of clients to be served:			
11. If proposing more than one site, please list site addresses and the number of clients served.			
<b>Site Name and Address</b>		<b># of Clients to be Served</b>	
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 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: \_\_\_\_\_

**2014 Senior Centers Request for Investment  
Proposed Program Budget  
January 1, 2015 – 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.

**2014 Senior Centers Request for Investment  
Proposed Personnel Detail Budget  
January 1, 2015 – 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>									
					FICA				
					Pensions/Retirement				
					Industrial Insurance				
					Health/Dental				
					Unemployment Compensation				
					<b>Subtotal – Personnel Benefits:</b>				
					<b>TOTAL PERSONNEL COSTS (SALARIES &amp; BENEFITS):</b>				