



2019

Older Adult Community Transportation

Request for Proposal

TABLE OF CONTENTS

GUIDELINES		PAGE NUMBER
I.	Introduction	3
II.	Timeline	4
III.	HSD's Results-Based Accountability Framework & Theory of Change	4
IV.	Investment Area Background & Program Requirements	6
	A. Overview of Investment Area	7
	B. Service/Program Model	7
	C. Criteria for Eligible Clients	8
	D. Priority Populations and Focus Populations	8
	E. Required Service Components	9
	F. Expected Performance Commitments	10
	G. Description of Key Staff and Staffing Level	11
	H. Older Adult Community Transportation specific eligibility, data, and contracting requirements	11

APPLICATION (Instructions and Materials)		PAGE NUMBER
I.	Submission Instructions & Deadline	12
II.	Format Instructions	13
III.	Proposal Narrative & Rating Criteria	13
	A. Proposed Solution	13
	B. Commitment to Equity	14
	C. Experience and Commitment to Safety	15
	D. Budget and Leveraging	15
	E. Partnerships and Coordination	16
IV.	Completed Application Requirements	18
V.	List of Attachments & Related Materials	18
	Attachment 1: Application Checklist	19
	Attachment 2: Application Cover Sheet	21
	Attachment 3: Proposed Program Budget	23
	Attachment 4: Proposed Personnel Detail Budget	25



2019 Older Adult Community Transportation Request for Proposal

GUIDELINES

I. Introduction

The Aging and Disability Services Division of the City of Seattle Human Services Department (HSD) is seeking applications from agencies interested in providing community transportation services for older adults (60+) in King County. This Request for Proposal (RFP) is competitive and open to any legally constituted entities that meet the standard [HSD Agency Minimum Eligibility Requirements](#) and the additional requirements outlined in Section IV of these Guidelines.

HSD invests in community transportation to improve the mobility of older people in King County. This enables those who would otherwise be socially isolated to maintain access to activities and services that allow them to maintain their health and age in place. Community transportation services play a critical role in closing transportation gaps and supporting health equity. Funding is available in two program areas: Health Services Transportation and Food Access Transportation.

Approximately \$711,500 is available through this RFP from the following sources:

Fund Sources	RFP Amount
Older Americans Act Title III-B and Washington State Senior Citizens Services Act	\$711,500.00
Total	\$711,500.00

HSD intends to fund up to four proposals. Initial awards will be made for the period of July 1, 2019 – June 30, 2020. While it is the City's intention to renew agreements resulting from this funding opportunity on an annual basis through the 2022-2023 program year, future funding will be contingent upon performance and funding availability.

The City of Seattle Human Services Department seeks to contract with a diverse group of providers to help ensure the result of HSD's Older Adult Community Transportation investment is that all older adults experience stable health and are able to age in place.

All materials and updates to the RFP are available on [HSD's Funding Opportunities webpage](#). HSD will not provide individual notice of changes, and applicants are responsible for regularly checking the web page for any updates, clarifications, or amendments.

HSD will have no responsibility or obligation to pay any costs incurred by any applicant in preparing a response to this funding opportunity or in complying with any subsequent request by HSD for information or participation throughout the evaluation and selection process.

If you have any questions about the Older Adult Community Transportation RFP, please contact:

Jon Morrison Winters via email at jon.winters@seattle.gov, or
Andrea Yip via email at andrea.yip@seattle.gov.

II. Timeline

Funding Opportunity Released	Monday, January 14, 2019
*Information Session	Thursday, January 24, 2019 1:30 p.m. – 3:30 p.m. Renton Community Center, Meeting Room B 1715 Maple Valley Hwy Renton, WA 98057
Help Session	Monday, February 4, 2019 9:00 a.m. – 4:30 p.m. By appointment only, location TBD. To schedule, email jon.winters@seattle.gov .
Last Day to Submit Questions	Wednesday, February 6, 2019 by 5:00 p.m.
Application Deadline	Wednesday, February 20, 2019 by 4:00 p.m.
Interviews, as necessary	Wednesday, March 27, 2019 – Tuesday, April 2, 2019
Planned Award Notification	On or before Wednesday, May 15, 2019
Contract Start Date	Monday, July 1, 2019

*Please contact RFP coordinator for accommodation requests: Jon Morrison Winters at jon.winters@seattle.gov.

HSD reserves the right to change any dates in the RFP timeline.

III. HSD's Results-Based Accountability Framework & Theory of Change

HSD has developed a results-driven investment strategy modeled after Results Based Accountability (RBA)¹. RBA helps HSD move from ideas to action and ensure that the department's work is making a real difference in the lives of vulnerable people. This framework also helps ensure that HSD is a highly functional, accountable organization that is leading the way toward addressing community disparities.

The RBA Framework helps HSD to:

- **DEFINE** results for the department's investments
- **ALIGN** the department's financial resources to the results

¹ Friedman, M. (2005) [Trying Hard Is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities](#): FPSI Publishing

➤ **EVALUATE** result progress to ensure return on investment

HSD has developed a **Theory of Change** for funding processes to ensure that data informs our investments – particularly around addressing disparities – and shows the logical link between the desired results, indicators of success, racial equity goals based on disparity data, strategies for achieving the desired results, and performance measures.

In 2018, HSD, as directed by [Ordinance 125474](#), will begin identifying gender disparity data and including gender equity goals in future funding processes. See below for the Theory of Change that informs this funding process.

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

Population Accountability	Population HSD Population Priority Population	<ul style="list-style-type: none"> All 60+ older adults living in King County Immigrants, non-English speakers, people with disabilities, LGBTQ, isolated, low-income, rural
	Desired Result	<ul style="list-style-type: none"> All older adults experience stable health and are able to age in place
	Indicators	<ul style="list-style-type: none"> % of older adults reporting good or excellent health % of people experiencing food insecurity
Racial Equity Population Accountability	Racial Disparity Indicator Data	<p>Percentage of older adults (60+) in Seattle reporting excellent or good health:²</p> <ul style="list-style-type: none"> White: 83% Asian: 83% Black/African American: 63% Hispanic/Latino: 61% <p>Percentage of people experiencing food insecurity in Seattle:³</p> <ul style="list-style-type: none"> White: 9% Asian: 16% Hispanic/Latino: 17% Black/African American: 23% Native Hawaiian/Pacific Islander: 28%
	Focus Population	<ul style="list-style-type: none"> Black/African Americans Hispanic/Latinos Native Hawaiian/Pacific Islanders

² Washington State Behavioral Risk Factor Surveillance System (BRFSS), 2005-2014

³ Washington State Behavioral Risk Factor Surveillance System (BRFSS), 2005-2014

Indicator data selected to align with HSD Theory of Change. Data for King County are substantially similar to Seattle data provided here.

	Population-Level Racial Equity Goals	<ul style="list-style-type: none"> • % of Black/African American, Hispanic/Latino, and Native Hawaiian/Pacific Islander older adults reporting good or excellent health • % of Black/African American, Hispanic/Latino, and Native Hawaiian/Pacific Islander people experiencing food insecurity
Program Accountability	Strategies	<ul style="list-style-type: none"> • Access to services: transportation to healthcare, nutrition programs or other services. • System enhancement: innovations to improve the client experience.
	Performance Measures	<p>Quantity</p> <ul style="list-style-type: none"> • Unduplicated number of clients served by race/ethnicity • Number of one-way trips provided by race/ethnicity of rider <p>Quality</p> <ul style="list-style-type: none"> • % of clients indicating satisfaction with the service as measured by a survey <p>Impact</p> <ul style="list-style-type: none"> • % of clients with improved access to health services and/or healthy food as a result of the service as measured by a survey
	Racial Equity Performance Measures	<p>Quantity</p> <ul style="list-style-type: none"> • Unduplicated number of Black/African American, Hispanic/Latino, and Native Hawaiian/Pacific Islander older adults served • Number of one-way trips provided to Black/African American, Hispanic/Latino, and Native Hawaiian/Pacific Islander older adults <p>Quality</p> <ul style="list-style-type: none"> • % of Black/African American, Hispanic/Latino, and Native Hawaiian/Pacific Islander older adults indicating satisfaction with the service as measured by a survey <p>Impact</p> <ul style="list-style-type: none"> • % of Black/African American, Hispanic/Latino, and Native Hawaiian/Pacific Islander older adults with improved access to health services and/or healthy food as a result of the service as measured by a survey

IV. Investment Area Background & Program Requirements

The Aging and Disability Services (ADS) Division of HSD promotes quality of life, independence, and choice for older people, adults with disabilities, and their caregivers throughout Seattle and King County. ADS operates as the federal and state designated Area Agency on Aging for Seattle-King County through a partnership between the City of Seattle Human Services Department, the King County Department of Community and Human Services, and Public Health-Seattle & King County. ADS promotes age-friendly communities in which people can grow up and grow old with ease.

HSD's investment in community transportation is part of a larger, proactive, seamless service system investment that helps meet the basic needs of our community's most vulnerable residents and helps people become and remain independent. Community transportation improves the mobility of older King County residents, thereby enabling them to access the supports and services they need to maintain their health and age in place.

A. Overview of Investment Area

Community transportation, also referred to as "special needs transportation," consists of transportation services designed to improve the mobility of people who, because of physical or mental disability, income status, age, or other limiting factors, are challenged to transport themselves or purchase transportation. In the context of this RFP, community transportation consists of the following types of services that provide system enhancement and improve access to services by supplementing King County's fixed-route public transit network:

- Demand-response paratransit, cabulances, taxi cabs, and shuttles that provide curb-to-curb, door-to-door, and door-through-door service.
- Phone-based, web-based, and app-based rideshare programs, including volunteer transportation programs.
- Travel training and system navigation programs that educate and train people to use the public transit and community transportation systems.
- Voucher, reimbursement, and subsidy programs that make transportation more affordable.

B. Service/Program Model

Funding is available in two program areas: ***Health Services Transportation*** and ***Food Access Transportation***.

Health Services Transportation enables older people to access healthcare by providing trips to medical, dental, and other essential appointments. Additionally, health-related trips are also eligible. Health-related trips include trips to pick up prescription or non-prescription medicines or medical supplies, trips to a hospital or long-term care facility to visit a relative, and trips to access services and activities that promote social, emotional, and physical health. Health-related transportation has been identified as a need that may be unmet by other medical transportation programs.

Health Services Transportation prioritizes clients with the greatest social and emotional need, particularly those individuals with no other way to access healthcare and health-related services. Applicants may propose additional criteria to prioritize trips according to trip purpose. For example, if necessary to address a capacity shortage, medical trips may be prioritized over health-related trips.

Food Access Transportation enables older adults to access healthy food in the setting of their choice. Food Access Transportation supports HSD-funded congregate meal programs by providing older adults with the opportunity to participate in these programs without transportation barriers. Other eligible trips include trips to food banks, farmer's markets, and grocery stores, including sites that participate in SNAP, Fresh Bucks, and/or the Senior Farmer's Market Nutrition Program (SFMNP).

Applicants may propose solutions that fit one or both program areas. Applicants must demonstrate their ability to serve multiple geographic areas of King County, either directly or through partnerships, with the goal of providing service county-wide in a coordinated manner that avoids duplication. Proposals to serve a single program site, clients of a single program, or trips within a small geographic service area such as a single neighborhood or small municipality will not be funded.

Community transportation is person-centered and promotes independence. Applicants must show how they will improve the mobility of their clients through travel training and/or other mobility management strategies, particularly for those individuals who may be eligible for, but are not currently utilizing, other transportation programs and services such as the public transit Regional Reduced Fare Pass (RRFP), Medicaid Transportation, and ADA Paratransit service. Travel training may be provided directly or through a partnership.

Applicants may propose one or more transportation solutions under one or both program areas. Any proposed combination of solutions will be considered. Current HSD-funded community transportation programs include:

1. Volunteer Transportation, which involves recruiting volunteers who use their own vehicles to meet the transportation needs of older adults. This program gets clients to medical, dental, and other essential appointments. Clients are required to contact assisters via telephone by Tuesday of the week before their appointment to request a driver and schedule a recurring or one-time ride.
2. Nutrition Transportation, which utilizes shuttle vans (cutaways) to provide grouped trips to HSD-funded congregate meal sites.
3. A transit fare subsidy program, a component of Nutrition Transportation, which provides funding for the purchase of transit tickets through the [King County Human Services Bus Ticket Program](#). Tickets are used to pay for transit trips to congregate meal sites.
4. The Driving Companions Pilot, which operates similarly to Volunteer Transportation with the distinction that program participants recruit their own volunteer driver from within their social circle or caregiving network.

Proposals are not required to include any of these four programs. Applicants are encouraged to propose innovative strategies to address health services transportation needs and food access transportation needs. Innovation could include web-based or app-based booking; web-based, app-based, or in-person mobility management; utilization of public transit infrastructure, such as transit fare subsidies utilizing the ORCA system; flexible services with same-day or next-day booking options, etc.

While the applicant must adhere to the HSD Agency Minimum Eligibility Requirements, creative partnerships with non-profit agencies, for-profit firms, and/or public agencies are strongly encouraged. Examples of potential partners include public transit agencies, rideshare/transportation network companies, and non-profit community transportation providers.

C. Criteria for Eligible Clients

Eligible clients are King County residents, age 60+.

D. Priority Populations and Focus Populations

Priority populations are identified as a group (or groups) comprising a specific demographic (seniors, youth, families, etc.) or having a specific issue in common (homelessness, mental health, violence involved, etc.).

Priority populations for this investment opportunity include:

- Older adults (60+) living in King County who are immigrants, non-English speakers, people with disabilities, LGBTQ, isolated, low-income, and/or living in rural areas of the County.

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

Given the data provided, focus populations for this investment opportunity are:

- Black/African American
- Hispanic/Latino
- Native Hawaiian/Pacific Islander

Applicants should demonstrate an intention and plan to address the disparities associated with the focus populations of older adults. Proposals that clearly describe a plan to address significant needs among other populations will also be considered.

E. Required Service Components

The following service components and standards are considered required. However, applicants may, and are strongly encouraged to propose innovative solutions to provide health services transportation and/or food access transportation, even if they do not fully address these requirements. HSD reserves the right to waive these requirements if compelling justification is provided in an applicant's proposal.

1. *Vehicle Accessibility and Maintenance*

Agency vehicles should meet ADA vehicle accessibility requirements and maintain all ADA equipment. Personally-owned vehicles used for volunteer transportation programs or similar programs must be maintained, at the least, according to the minimum requirements set forth under state law. Agencies may hold volunteers and sub-contractors responsible for maintaining their own vehicles.

2. *Minimum Service Standards*

Service provided by this investment will be expected to maintain existing service levels of current Volunteer Transportation and Nutrition Transportation Service (see section IV.B. above for a description of currently-funded services). In 2017, Volunteer Transportation provided 19,633 one-way trips to eligible clients and Nutrition Transportation provided 38,310 one-way trips to eligible clients through a combination of shuttle-van trips and subsidized public transit trips to HSD-funded congregate meal sites.

Budgets must be appropriately scaled to allow existing service levels to be maintained. For example, a proposed solution that will provide only one-third as many trips as provided in 2017, should request no more than one-third of the funding available for that respective service.

Transportation services are expected to be available during normal business hours, Monday through Friday. Expanded hours of service availability are encouraged.

3. *Reservations/Dispatching/Call Center Operation*

Proposals may include phone-based, web-based, and/or app-based client-contact options. At a minimum, phone-based or in-person assistance is expected to be available during normal business hours, Monday through Friday. Expanded hours of call center availability are encouraged. Web-based and app-based reservation or ride-request options are encouraged but not required.

In partnership with HSD, the [King County Mobility Coalition](#) is developing a web-based coordination tool for transportation providers to receive ride requests and to improve coordination and cooperation among providers. Functions provided by the tool could include ride requests, reports submittal, and payment processing. If and when the tool is made available, providers funded through this RFP will be required to utilize the tool or request a waiver to use an alternative tool for web-based and/or app-based receipt of ride requests.

4. *Staff/Driver Training*

The provider agency will ensure all personnel, including drivers, are properly trained for performing their responsibilities associated with this service.

Drivers are expected to maintain all required certifications and perform their duties in accordance with all appropriate laws and regulations of all jurisdictions where the service is performed. Minimum training standards shall include training in the following areas:

- a. Safe operation of vehicles and equipment including, as applicable, proper use of wheelchair lift/ramp equipment and safety restraint system.
- b. Passenger assistance and sensitivity.
- c. Defensive driving skills.

5. *Service Coordination*

Services provided under this RFP are part of a network of transportation options, and transportation is one aspect of the human services system. To improve coordination among transportation services, and between transportation services and the broader older adult services network, providers are required to participate in Community Living Connections and King County Mobility Coalition networking activities. Providers funded through this RFP will be required to utilize the King County Mobility Coalition's web-based coordination tool (see section IV.E.3. above) if and when it becomes available, or request a waiver to use an alternative tool for web-based and/or app-based receipt of ride requests that results in more effective coordination.

6. *Service State Date*

The anticipated start date of contract and service is July 1, 2019. Should additional time be required to start service, an alternative service start date no later than September 1, 2019 may be proposed. A start date after July 1, 2019 is subject to approval by HSD. Funds available do not include start-up costs.

7. Services must be accessible to people with limited English proficiency through the use of bilingual assistance, the language line, or a similar service.
8. A sample of clients must be surveyed at least annually to elicit feedback, comments, and suggestions for service improvement, planning, and implementation. Client survey will be developed in collaboration with HSD and administered by the agency.
9. Services must be free to clients, as cost is one of the primary barriers to mobility. Donations may be accepted.

F. Expected Performance Commitments

HSD uses client data to measure performance in three areas: quantity – how much service is being delivered, quality – how well it is being delivered, and impact – who is better off as a result. Older Adult Community Transportation performance measures include the following:

Quantity

- Unduplicated number of clients served by race/ethnicity
- Number of one-way trips provided by race/ethnicity of rider

Quality

- % of clients indicating satisfaction with the service

Impact

- % of clients with improved access to health services and/or healthy food as a result of the service as measured by a survey

Performance measurement will necessitate participant-level data reports and client evaluation surveys. Applicants must demonstrate the ability to collect and accurately report data related to client demographics and use of the service, as well as trip data including number of trips provided monthly, trip mode, and trip purpose. Current data specifications are available on the [ADS website](#) (click “About” “Contracted Providers,” then “Service Area Forms/Resources”). Data specifications are subject to change.

G. Key Staff and Staffing Level

Proposals must address the staffing requirements outlined below:

- Transportation programs must be managed by an experienced individual who is actively involved in the daily operations.
- There should be a sufficient number of qualified staff and/or volunteers to effectively perform the service.
- There should be written job descriptions for staff and key volunteers which define the skills, experience, qualifications, and training necessary for each position and list the duties and responsibilities of each position.
- If the proposal includes transportation services provided by volunteers, staff dedicated to volunteer recruitment must be included in the proposal, in order to address volunteer capacity needs. At least 1.0 FTE volunteer recruiter would address this requirement. Less than 1.0 FTE volunteer recruiter may be proposed if the applicant proposes other means of recruiting enough volunteers to meet demand and, to the greatest extent possible, avoid service denials due to lack of available volunteers.
- Staff and volunteers should have the opportunity to participate in ongoing training that will improve their skills.
- All drivers must clear a Washington State Department of Licensing record check prior to independently operating vehicles associated with this service.
- Agencies are required to establish personnel policies, guidelines, and procedures that ensure the safe operation of vehicles associated with this service.

H. Older Adult Community Transportation specific eligibility, data, and contracting requirements

In addition to the standard HSD requirements found on the [HSD Funding Opportunities Webpage](#) and the requirements listed in Section E, Required Service Components and Section G, Key Staff and Staffing Level, applicant agencies must meet the following criteria:

- Applicants must have three years of experience providing transportation or other services to older adults.
- Applicants must have the ability to submit reports electronically to ADS. Current data specifications are available on the [ADS website](#) (click “About” “Contracted Providers,” then “Service Area Forms/Resources”).
- Applicants may be required to use the state Community Living Connections (CLC-GetCare) system for demographic data entry and reporting.



2019 Older Adult Community Transportation Request for Proposal

APPLICATION

Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the City of Seattle Human Services Department (HSD) 2019 Older Adult Community Transportation Request for Proposal (RFP). The RFP Guidelines is a separate document that provides background on HSD's guiding principles and results based accountability framework, and an overview of the RFP program requirements. [HSD's Funding Opportunities webpage](#) provides additional information on: agency eligibility; data collection and reporting; contracting; appeals; expectations for culturally responsive services; and the process for selecting successful applications.

I. Submission Instructions & Deadline

Completed application packets are due by 4:00 p.m. on Wednesday, February 20, 2019.

Application packets must be received in person, by mail, or electronic submission. No faxed or e-mailed proposals will be accepted. Proposals must be received and date/time stamped by the 4:00 p.m. deadline on Wednesday, February 20, 2019. *Late or incomplete proposals or proposals that do not meet the minimum eligibility requirements outlined in this funding opportunity will not be accepted or reviewed for funding consideration.*

Applicants must make arrangements to ensure that applications are received by HSD by the deadline, regardless of the submission method selected. When using HSD's Online Submission System, it is advisable to upload application documents several hours prior to the deadline in case you encounter an issue with your internet connectivity which impacts your ability to upload documents. HSD is not responsible for ensuring that applications are received by the deadline.

- Electronic Submittal: Application packets may be submitted electronically via HSD's Online Submission System at <http://web6.seattle.gov/hsd/rfi/index.aspx>.

- Hand Delivery or US Mail: The application packet can be hand-delivered or mailed to:

Seattle Human Services Department

RFP Response – Older Adult Community Transportation

Attn: Jon Morrison Winters

Delivery Address

700 5th Ave., 58th Floor

Seattle, WA 98104-5017

Mailing Address

P.O. Box 34215

Seattle, WA 98124-4215

II. Format Instructions

- Applications will be rated only on the information requested and outlined in this funding opportunity, including any clarifying information requested by HSD. Do not include a cover letter, brochures, or other documents. Applications that do not follow the required format may be deemed ineligible and may **not** be rated.
- The application should be typed or word processed on double-sided, letter-sized (8 ½ x 11-inch) sheets. Please use one-inch margins, single spacing, and minimum size 11-point font.
- The application may not exceed a total of 14 pages including the narrative sections and attachments (unless the attachment is requested and specifically states that it will not count toward the page limit). Pages which exceed the page limitation will not be included in the rating.
- Organize your application according to the section headings that follow in Section III. For the narrative questions, please include section titles and question numbers. You do not need to rewrite the questions for specific elements of each question.

III. Proposal Narrative & Rating Criteria

Write a narrative response to sections A – E. Answer each section completely according to the questions. Do not exceed a total of 14 pages for sections A – E combined.

NARRATIVE QUESTIONS

A. PROPOSED SOLUTION (30%)

- Describe your proposed community transportation program(s). Program description should address the following:
 - The anticipated number of unduplicated clients served and the anticipated number of one-way trips to be performed annually.
 - How will the proposed program(s) improve access to health services and/or healthy food for older adults in King County?
 - How will you address the required service components listed in the RFP Guidelines Section IV. E.?
 - In the event you are unable to meet the demand, what criteria will you use to prioritize trips?
 - How you will innovate in the delivery of transportation services?
 - How will you improve the transportation experience for program clients?
 - How will you use travel training and/or other mobility management strategies to improve the mobility of transportation clients?

- h. When and where (locations, times, days of the week) will services be directly delivered by the agency or by your partner(s)? Include a description of your service area in King County.
2. How will you meet the needs of current clients of HSD-funded transportation services (described in RFP Guidelines Section IV.B.) while expanding services to better meet the needs of the priority and focus populations?
3. If your proposal includes a new service, please include a description of the process you will use to launch the new service and attach a timeline. The startup timeline does not count toward the 14-page narrative limit.
4. Provide a list of and a brief job description for all key personnel who will have a significant role in program coordination and service delivery. If the proposal includes transportation services provided by volunteers, a volunteer recruiter should be budgeted for at least 1.0 FTE or provide an explanation for how you will recruit volunteers to prevent service denials. Complete the Proposed Personnel Detail Budget (Attachment 4). Budget worksheets will not count toward the 14-page narrative limit.

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. Program description addresses the required service components and shows how the program excels in quantity (number of trips provided), quality (improved client experience), and impact (meets the goals expressed in RFP guidelines).
 - Description proposes innovative (new) strategy(ies) and/or demonstrates commitment to continuous improvement in current transportation strategies that will improve client service and experience.
 - Proposed service is flexible enough to meet the diverse transportation needs of older adults in King County.
 - Program will serve a large geographic area, either directly or through partnerships/coordination.
- Applicant proposes how they will meet the needs of current clients of HSD-funded transportation services and identifies system enhancements that will expand service to new clients, specifically from the priority and focus populations identified in the RFP.
- If a new service is proposed, a clear description of the process used to launch the new service and a realistic startup timeline is included, with service scheduled to begin no later than September 1, 2019 (start date after July 1, 2019 is subject to approval).
- Descriptions of staff and personnel budget indicate that the program will have sufficient staff resources to deliver the program and services as described. If volunteers will be used, the personnel budget includes at least 1.0 FTE volunteer recruiter, or provides an explanation for how the applicant will recruit sufficient volunteers to prevent service denials.

B. COMMITMENT TO EQUITY (20%)

1. List the name, race, ethnicity, and gender of each member of your board of directors. (This information can also be provided on the Board Roster, a required attachment that does not count toward the 14-page narrative limit.) Describe how the agency board and senior leadership staff represent the cultural, linguistic and socio-economic background of your clients and the priority and focus populations identified in the RFP.
2. What policies, procedures, or guidelines have you established to ensure that services are delivered equitably?
3. What is your understanding of transportation equity?
4. Describe your experience serving the priority and focus populations identified in the RFP Guidelines, Sections III and IV. Include a profile of your current client base identifying percentages of individuals

served according to their race, ethnicity, age, and gender. If you do not currently record client demographics, you may use estimates.

5. If particular communities are underserved in your client base, how will your program serve more clients from these communities?
6. Describe how you will solicit and incorporate input from the priority and focus populations for this RFP into your program and ongoing services.

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

- Applicant’s board of directors and senior leadership staff composition demonstrates a commitment to equity and reflects the cultural, linguistic, and socio-economic characteristics of your clients and the priority and focus populations identified in the RFP.
- Applicant agency has developed policies, procedures and/or guidelines that demonstrate a commitment to delivering services equitably, beyond minimum legal standards and common industry standards.
- Agency understanding of and/or commitment to equity is clearly relevant to the transportation mission and/or implementation of transportation programs.
- Applicant is currently serving priority and focus populations identified in the RFP.
- Applicant has a clear and realistic plan to serve more clients from underserved communities, particularly the priority and focus populations identified in the RFP.
- Applicant has a plan to solicit and incorporate input from priority and focus populations identified in the RFP that is clear and likely to be effective.

C. EXPERIENCE AND COMMITMENT TO SAFETY (20%)

1. Describe your organization’s experience providing transportation and/or other services to older adults. Include the number of years you have provided these services and the scope of services, including number of unduplicated clients, by program, for 2016, 2017, and 2018.
2. Describe the processes and procedures you use to manage agency performance, collect and safely store client data, including client demographics, and report to your agency leadership and/or your current funders.
3. How have you demonstrated a commitment to safety in your transportation programs or other programs serving older adults and/or other vulnerable populations? Include a description of relevant policies and procedures that you follow to ensure the safety of your clients.
4. What safety concerns/issues have you identified in the past 24 months and how have you addressed them?

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

- Agency’s experience includes at least three years of delivering transportation services to older adults at a scope and scale commensurate with the proposal.
- Agency has adopted data-driven or data-informed performance management practices and is able to collect, safely store, and accurately report data related to client demographics and use of the service, as well as trip data, to HSD.
- Applicant cites agency policies and procedures that demonstrate a commitment to client safety.
- Applicant cites specific examples of safety concerns/issues that have been identified and successfully mitigated in the past 24 months.

D. BUDGET AND LEVERAGING (20%)

1. Please describe in detail how HSD funds will be used. Complete the Proposed Program Budget (Attachment 3). Budget worksheets will not count toward the 14-page narrative limit. The costs

reflected in this budget should be for the proposed program(s) only, not your entire agency budget or trips provided with other funding.

2. Identify, through this narrative and/or your budget worksheet, all other resources and funding amounts that will be used to support the trips provided by the proposed program(s). If your programs are supported by multiple funders, delineate clearly between each fund source. Explain which expenses are covered by each fund source and how each fund source will be sustained over time.
3. Based on your proposal, what is the total cost of the service per unduplicated client and the total cost per one-way trip? What percentage of this cost will be covered with these funds?
4. Describe your organization's financial management system. How does your agency establish and maintain general accounting principles to ensure adequate administrative and accounting procedures and internal controls necessary to safeguard all funds that may be awarded under the terms of this funding opportunity? Entities without such capabilities may wish to have an established agency act as fiscal agent.
5. Describe how your agency has the capability to meet program expenses in advance of reimbursement.

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

- Costs are reasonable and appropriate given the nature of the service, the priority population(s) and focus population(s), the proposed level of service, and the proposed outcomes.
- The applicant identifies other resources and funds, in addition to HSD funds, for the services described in the proposal and provides evidence these funds are sustainable.
- The proposed program is cost effective given the type, quantity, and quality of services. Cost per trip is sufficiently competitive and appropriately scaled to prevent reduction of service from the 2017 baseline.
- 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 funding opportunity.
- The applicant demonstrates the capability to meet program expenses in advance of reimbursement.

E. PARTNERSHIPS AND COORDINATION (10%)

1. Describe how your current practices ensure your services are coordinated with other transportation providers and human services providers and how your proposed program will partner/coordinate with other agencies/providers.
2. What partnerships are crucial to the success of your transportation program(s)? Explain the roles and responsibilities of these partners and provide signed letters of intent. Partnership letters will not be counted towards the 14-page narrative limit. (General letters of support will not be considered.) Include how your agency will leverage partner funding to support your program(s), as applicable.
3. Describe the processes and procedures you follow to refer clients to other transportation programs and agencies in a proactive, seamless, client-friendly manner.

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

- Applicant describes current coordination practices that enhance service quality, minimize duplication, enhance available resources, and provide benefit to program participants; and describes coordination practices to be implemented as part of the proposed program.
- Applicant proposes effective partnerships with other agencies and explains how these partnerships are crucial to the success of their program(s).
- Applicant has submitted signed letters of intent from partners to explain the role of the respective partners, including partner funding as applicable.

- | |
|---|
| <ul style="list-style-type: none">• Applicant describes how clients will be referred to other programs and agencies in a proactive, seamless, client-friendly manner. |
| Total = 100 points |

IV. Completed Application Requirements

AT APPLICATION SUBMITTAL

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

1. A completed and signed two-page Application Cover Sheet (Attachment 2).
2. A completed Narrative response (see Sections II & III for instructions).
3. A completed Proposed Program Budget (Attachment 3).
4. A completed Proposed Personnel Detail Budget (Attachment 4).
5. Roster of your agency's current Board of Directors.
6. Minutes from your agency's last three Board of Directors meetings.
7. Current verification of nonprofit status or evidence of incorporation or status as a legal entity. Your agency must have a federal tax identification number/employer identification number.
8. If your agency has an approved indirect rate, a copy of proof that the rate is approved by an appropriate federal agency or another entity.
9. If you are proposing to provide any new (for your agency) services, attach a start-up timeline for each service.
10. If you are proposing a significant collaboration or subcontract with another organization, attach a signed letter of intent or collaboration from that organization's Director or other authorized representative.

AFTER MINIMUM ELIGIBILITY SCREENING AND DETERMINATION OF A COMPLETED APPLICATION

If HSD does not already have them on file, any or all of the following documents may be requested after applications have been determined eligible for review and rating. Agencies have four (4) business days from the date of written request to provide requested documents to the RFP coordinator:

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

V. List of Attachments & Related Materials

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

2019 Older Adult Community Transportation RFP Application Checklist

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

HAVE YOU....

- ☐ **Read and understood the following additional documents found on the [Funding Opportunities Webpage](#)?**
 - ☐ HSD Agency Minimum Eligibility Requirements
 - ☐ HSD Client Data and Program Reporting Requirements
 - ☐ HSD Contracting Requirements
 - ☐ HSD Funding Opportunity Selection Process
 - ☐ HSD Appeal Process
 - ☐ HSD Commitment to Funding Culturally Responsive Services
 - ☐ HSD Guiding Principles
 - ☐ HSD Master Agency Services Agreement Sample
- ☐ **Completed and signed the 2-page Application Cover Sheet (Attachment 2)?***
 - If your application names specific partner agencies, representatives from these agencies must also sign the application cover sheet.
- ☐ **Completed each section of the Narrative response?**
 - Must not exceed 14 pages (8 ½ x 11), single spaced, double-sided, size 11 font, with 1-inch margins.
 - Page count does not include the required forms (Attachments 2, 3 and 4) and supporting documents requested in this funding opportunity.
 - A completed narrative response addresses all of the following:
 - ☐ Proposed Solution (30%)
 - ☐ Commitment to Equity (20%)
 - ☐ Experience and Commitment to Safety (20%)
 - ☐ Budget and Leveraging (20%)
 - ☐ Partnerships and Coordination (10%)
- ☐ **Completed the full Proposed Program Budget (Attachment 3)?***
- ☐ **Completed the full Proposed Personnel Detail Budget (Attachment 4)?***
- ☐ **Attached the following supporting documents?***
 - ☐ Roster of your current Board of Directors
 - ☐ Minutes from your agency's last three Board of Directors meetings
 - ☐ Current verification of nonprofit status or evidence of incorporation or status as a legal entity
 - ☐ If your agency has an approved indirect rate, have you attached a copy of proof that the rate is approved by an appropriate federal agency or another entity?

- ☐ **If you are proposing to provide any new services (for your agency), have you attached a start-up timeline for each service, beginning July 1, 2019 (or, if necessary and subject to approval, as late as September 1, 2019)?***
- ☐ **If you are proposing a significant collaboration with another agency, have you attached a signed letter of intent from that agency's Director or other authorized representative?***

**These documents do not count against the 14-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 Wednesday, February 20, 2019**. Application packets received after this deadline will not be considered. See Section I for submission instructions.



City of Seattle
Human Services Department

2019 Older Adult Community Transportation RFP
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. Priority Population(s) program will serve:			
10. Focus Population(s) program will serve:			
11. Funding Amount Requested:			
12. # of clients to be served:			
13. Partner Agency (if applicable):			
Contact Name:		Title:	
Address:			
Email:		Phone Number:	
Description of partner agency proposed activities:			

Signature of partner agency representative: _____ Date: _____
 (signature not required if signed letter of intent is included in application)

14. Partner Agency (if applicable):

Contact Name:

Title:

Address:

Email:

Phone Number:

Description of partner agency proposed activities:

Signature of partner agency representative: _____ Date: _____
 (signature not required if signed letter of intent is included in application)

Authorized physical signature of applicant/lead organization

To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.

Name and Title of Authorized Representative: _____

Signature of Authorized Representative: _____ Date: _____

2019 Older Adult Community Transportation RFP
Proposed Program Budget
July 1, 2019 – June 30, 2020

Excel versions of the budget templates can be found on the application page of the [HSD Funding Opportunity Webpage](#)

Applicant Agency Name:	
Proposed Program Name:	

Item	Amount by Fund Source				Total Project
	Requested HSD Funding	Other ¹	Other ¹	Other ¹	
1000 - PERSONNEL SERVICES					
1110 Salaries (Full- & Part-Time)					
1300 Fringe Benefits					
1400 Other Employee Benefits ²					
SUBTOTAL - PERSONNEL SERVICES					
2000 - SUPPLIES					
2100 Office Supplies					
2200 Operating Supplies ³					
2300 Repairs & Maintenance Supplies					
SUBTOTAL – SUPPLIES					
3000 - 4000 OTHER SERVICES & CHARGES					
3100 Expert & Consultant Services					
3140 Contractual Employment					
3150 Data Processing					
3190 Other Professional Services ⁴					
3210 Telephone					
3220 Postage					
3300 Automobile Expense					
3310 Convention & Travel					
3400 Advertising					
3500 Printing & Duplicating					
3600 Insurance					
3700 Public Utility Services					
3800 Repairs & Maintenance					
3900 Rentals – Buildings					
Rentals - Equipment					
4210 Education Expense					
4290 Other Miscellaneous Expenses ⁵					
4999 Administrative Costs/Indirect Costs ⁶					
SUBTOTAL - OTHER SERVICES & CHARGES					
TOTAL EXPENDITURES					

¹ Identify specific funding sources included under the "Other" column(s) above:	
	\$
	\$
	\$
	\$
Total	\$

² Other Employee Benefits - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

³ Operating Supplies - Itemize below (Do Not Include Office Supplies):	
	\$
	\$
	\$
	\$
Total	\$

⁴ Other Professional Services - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

⁵ Other Miscellaneous Expenses - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

⁶ Administrative Costs/Indirect Costs - Itemize below:	
	\$
	\$
	\$
	\$
Total	\$

⁶ Administrative Costs/Indirect Costs: Human Services Department policy places a fifteen percent (15%) cap on reimbursement for agency indirect costs, based on the total contract budget. Restrictions related to federal approved rates and grant sources still apply.

Does the agency have a federally approved rate?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, provide the rate.		

**2019 Older Adult Community Transportation RFP
Proposed Personnel Detail Budget
July 1, 2019 – June 30, 2020**

Excel versions of the budget templates can be found on the application page of the [HSD Funding Opportunity Webpage](#)

Applicant Agency Name:	
Proposed Program Name:	

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