

**City of Madison**  
**Community Development Division**  
**Evaluation of Madison Senior Center Services and Stakeholder Engagement**  
**Request for Proposals**  
**2021**

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## **Summary**

The City of Madison's mission is to provide the highest quality service for the common good of our residents and visitors. Among our values are those of Equity and Well-Being. We are committed to fairness, justice, and equal outcomes for all. We are committed to creating a community where all can thrive and feel safe. The City's Vision is to be inclusive, innovative, and thriving.

The City of Madison is seeking a skilled consultant specialized in racial equity and engagement to evaluate the Madison Senior Center's (MSC) ability to effectively reach a more diverse group of City of Madison adults age 55 and older through senior center activities, events and programs designed to promote successful aging and independence. There is particular interest in reaching Black, Indigenous, People of Color, (BIPOC) Lesbian, Gay, Bisexual, Transgender, Queer+ (LGBTQ+), and those living with low incomes.

The Madison Senior Center currently operates in a single location in downtown Madison, serving Madison residents aged 55 and older. The senior center provides resources that support older adults in their desire to experience stable health and age in place by providing activities proven to maintain high cognitive and physical function, avoid disease and disability, and reduce social isolation. Senior center programs, events, and activities focus on nutrition, wellness and fitness, education, enrichment, community service, and socialization.

The 2019 MSC demographic report indicates that 76% of the participants identified as White/Caucasian, 5% identified as Black/African American, 3% identified as Asian, 1% identified as Indigenous, and 2% identified as Other. Ethnicity reports show that 1% of MSC participants identify as Hispanic or Latino. We acknowledge that we haven't effectively served our full community and seek to do better.

Madison's older adult population is growing and becoming more diverse. The vision for the Madison Senior Center is to be inclusive and serve the various needs of Madison's older adult population, including those who identify as Black, Indigenous People of Color (BIPOC), Lesbian, Gay, Bisexual, Transgender, Queer+ (LGBTQ+), those living alone without natural support systems, and those living with low incomes. We strive to be a trusted and welcoming place where older adults can connect to the resources and support they need. As the aging population in Madison continues to grow, it is important to create a model for service delivery

that responds to the increasing diversity within our community. We desire to create conditions that promote inclusivity, diversity, and equity.

The evaluative process should prioritize collaboration with residents, neighborhoods, and other community stakeholders to identify and overcome barriers to accessing opportunities that promote successful aging at Madison Senior Center. Assistance is needed to understand what is working well and where shortcomings lie, and to suggest strategies to better reach and serve disproportionately impacted communities, in particular, Black, Indigenous People of Color, those living with low incomes, and Lesbian, Gay, Bisexual, Transgender and Queer+ adults age 55 and older.

## **Scope of Work and Deliverables**

Evaluate the stakeholder engagement of the Madison Senior Center, and identify strategies to build and deliver a more inclusive service model that promotes successful aging among the diverse and growing older adult (55+) population in Madison. The consultant will make recommendations for a framework that promotes successful aging resources for older adults and details a service delivery model designed to reach BIPOC, LGBTQ+ and those living with low incomes.

## **Scope of Work**

1. Conduct a community engagement campaign to:
  - Undertake an analysis to understand the geographic distribution of Madison's senior BIPOC, LGBTQ+ and low-income populations and, based on its results, evaluate the effectiveness of serving these target populations from Madison Senior Center's current location.
  - Acknowledging that many older adults face difficulty meeting basic needs such as affordable housing, food security and health services, identify and list other unmet needs. Explain why MSC struggles to attract participation in senior activities designed to promote successful aging. List strategies that could attract older adults age 55+, including BIPOC, LGBTQ+, and those living with low incomes to utilize resources at MSC.
  - Research and report on experiences and best practices from other communities regarding successful strategies for serving diverse older adult populations. Identify strengths and weaknesses in how Madison Senior Center serves its community through a diversity, equity, and inclusion lens.
  - Evaluate, the level of community awareness of and community engagement in healthy aging resources offered by Madison Senior Center from the perspective of BIPOC, LGBTQ+, and low income seniors.

- Determine whether or how the Madison Senior Center might be better utilized as a resource to support a more diverse population of older adults.
- Identify activities, events, and resources that fall within the City of Madison’s Framework for Senior Activities that are currently being offered by community based organizations serving adults age 55+. For reference, the Framework for Senior Activities follows:

- **Avoiding disease and disability:** Activities may include health screenings, wellness education, home safety modification, nutrition, falls prevention, caregiving, meditation, shamanism, and/or soul calling ceremonies, etc.
- **Maintaining High Cognitive and Physical Function:** Activities may include exercise, recreation, gardening, computer literacy, brain fitness, creative self-expression, health literacy, or healing groups, etc.
- **Engagement with Life:** Activities may include spirituality, field trips, social relationships, friendship development, advocacy, or intergenerational activities, etc.

## Deliverables

1. Provide a comprehensive report of the community engagement process detailing overall evaluation findings and describe:
  - Areas within Madison in which there are higher concentrations of more vulnerable older adults, (BIPOC, LGBTQ+, and those living with low incomes), and challenges they might have accessing the Madison Senior Center services at its downtown location.
  - The greatest unmet needs of Madison’s vulnerable older adults aged 55+.
  - Barriers, and opportunities, to accessing successful aging resources at the current location of Madison’s Senior Center.
  - The level of community awareness of older adult healthy aging resources offered by Madison Senior Center, categorized by race, ethnicity, and income.
  - The level of correlation between Center services and the City’s mission, vision and goals. Explain what is preventing older adults from interacting with the services at MSC and list, based on feedback from community engagement conversations, suggestions that inform how MSC could change to better accommodate the needs and desires of the older adult community.

- An asset map of available services for older adults in Madison to understand how the work of the Madison Senior Center fits into the landscape of healthy aging resources. Highlight community resources that specifically target BIPOC, Low income and LGBTQ+ populations. Indicate areas where the Madison Senior Center may be duplicating other services and where there are gaps the Center could help fill.
- Identify other potential, or proven, approaches to meet the highest needs of Madison's most vulnerable older adults and whether they are compatible with existing financial and staffing resources available at the Center. Recommend a list of strategies for effective implementation.
- Identify service areas for which the Senior Center may be duplicative of other efforts, as well as those for which the Center could fill current service gaps.

### **Strong proposals will:**

1. Identify key personnel who will be assigned to the project, the specific role of each Individual, and a summary of their relevant work experience.
2. Provide an explanation of the firm's objectives.
3. Provide a work plan describing methodologies, approaches, and roles and responsibilities for how the work will be accomplished.
4. Provide a detailed timeline to complete the project with specific steps and work products.
5. Provide a list of required information needed by the firm from Madison Senior Center to perform the requested services.
6. Demonstrate your firm's capability and evidence of your experience providing services equal to or greater in scope than those requested in this RFP. Provide a statement of the length of time you have been in business supplying the services referenced herein and experience in serving governmental entities.

### **Budget**

We have a budget of \$50,000.00 for this project and ask that you submit your fees and payment term estimate within that threshold in order to be considered.

### **Bid Criteria**

#### **Qualifications, Experience, and References**

Responses must be in the same sequence and identified with the corresponding question number (Example: Question 1, Question 2, etc.). Please limit responses in this section to not more than five (5) pages.

**A. Qualifications**

1. Describe briefly your firm's background and history.
2. Indicate how long your firm has been providing the services referenced herein and any experience it has serving government entities.
3. Discuss your firm's capabilities and experience in terms of providing services comparable in scope to those described in this RFP. Indicate how services will be provided, i.e. in person, over a virtual platform or a hybrid approach.
4. Describe the project team's relevant experience, particularly in projects of similar size and scope, and those involving engagement with diverse communities.

**B. Project Team**

1. Identify key staff (names and titles) and affiliates who would be directly responsible for the various aspects of the contract, if awarded. Identify who the contract manager would be (Cannot be from affiliate).
2. Provide resumes of all staff proposed to be involved in this project. This should include their proposed roles and estimated amounts of time to be spent on this project. A principal or partner-level individual shall be the contact provided for all service and billing issues. Include a brief statement of the availability of key assigned personnel of the team. Resumes will not count against your page limit.
3. List of affiliates, partners and sub-contractors who would be involved in the execution of the contract, if any. For each subcontractor, include names and contact information.
4. Describe proposed organizational structure for the team involved in the execution of the contract, their role, reporting responsibilities, team interface with City project management and estimated time commitment (in hours) for each team member. Include a brief statement of the availability of key assigned personnel of the team.

**C. Project Approach**

Responses must be in the same sequence and identified with the corresponding question number (Example: Question 1, Question 2, etc.). Please limit responses in this section to not more than ten (10) pages.

The City will evaluate the proposer's understanding of and ability to meet project requirements as defined in, "Scope of Services."

1. Submit a detailed work plan that outlines the proposed steps and project timeline for completing each of the tasks included in the scope of services. The work plan should be organized by key tasks to be performed. Possible tasks could include, but are not limited to:
  - a. Developing and Conducting Surveys

- b. Identifying and Engaging Focus Groups
- c. Interviews
- d. Reviewing existing senior center data, policies and procedures
- e. Conferences
- f. Preparing Asset Map
- g. Include plan for periodic check-ins with City staff/project manager during course of project

2. Submit an estimate of total work hours broken down by individual work tasks, in a table format.

3. Describe why the firm's approach fits this particular program.

4. Indicate any information or data that will need to be provided by the City of Madison. Describe expected use of City resources including assistance from City Staff.

**D. References** – this part will not count against your page limit.

1. Provide a summary of all relevant experience in the last five years.

2. List any and all relevant contracts your firm has done for the public sector within the past five years.

3. References. Proposers must include in their proposals a list of not more than ten organizations from recent projects, similar in size and scope, which can be used as references. Selected organizations may be contacted to determine the quality of work performed and personnel assigned to the project. Provide the following information for each client reference

- Client (contact person, address, and telephone numbers)
- Contract period, Year completed
- A description of the performed work
- Total cost

4. Any factors that could affect or delay the completion of this project.

5. Disclosure of Contract Failures, Litigations. Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending within the last three (3) years which involves your firm and all subcontractors involved in the project. List any contracts in which your firm and any subcontractor have been found guilty or liable, or which may affect the performance of the services to be rendered herein.

6. Financial Capability. The proposer must provide evidence that he or she has the financial stability and capability to perform the work outlined within the scope of work. Therefore, the proposer must submit one or more of the following financial statements or reports: 1) Audited balance sheets for the past three (3) years (If unavailable, an unaudited balance sheet is acceptable); 2) Internal report which provides a three (3) year financial trend analysis; 3) Current credit report; 4) Letter from proposer's bank verifying financial stability; or 5) Any other financial status report which can be used to demonstrate financial stability.

**Cost Proposal**

1. Format for Submitting Cost Proposals: Prepare the fee proposal as all inclusive, not-to-exceed, fixed fees:

- The price proposal must contain all pricing information relative to providing the services described in the RFP. The total all-inclusive maximum price proposed is to contain all costs.
- Fixed Price Period – All prices, costs, and conditions outlined in the proposal shall remain fixed and valid for acceptance for a minimum of 120 days starting on the due date for proposal. Proposals shall be quoted as a not-to-exceed cost for services. Fees quoted should include all necessary expenses including but not limited to: travel, telephone, copying and other out-of-pocket expenses. The final work plan details and cost, not to exceed \$50,000.00, may be negotiated following selection of the consultant.

2. Submit fee and reimbursable expense schedules necessary to accomplish the scope of services identified above. The fee submittal shall address the following items:

- a. A proposed lump sum cost to provide the Scope of Services for this study and an itemized cost breakdown for each task and associated deliverables.
- b. Hourly rate schedule by personnel and the proposed number of hours budgeted for each member of the Consultant firm/team organized by task/phase of project.
- c. Include the respective percentage of sub-consultants' involvement, if any, in each phase of work.
- d. Costs proposed shall be inclusive of all costs related to completing the project, including but not limited to preparation, travel, communication, reproduction, labor, overhead, etc.

## **Evaluation Criteria**

### **Proposals will be evaluated based on the following criteria:**

- Qualifications  
Consultant overall background and prior experience in relation to scope of service detailed within this RFP document (20%).
- Project Team & Approach  
Comprehensiveness and methodology/approach of proposed work plan (20%).
- Timeliness and implementation (10%).
- References and background check, i.e. prior satisfied clients (15%).
- Local vendor preference (5%).
- Proposed cost consideration (30%).