



# REQUEST FOR PROPOSALS

FOR

## THE AGING IN PLACE, AGING IN COMMUNITY 5-YEAR STRATEGIC PLAN: EVALUATION SERVICES

RFP Issue Date:	August 3, 2016
Proposal Due Date:	August 18, 2016
Project Manager:	Elizabeth Savage, Director Human Services & Rent Stabilization
Submit Proposals To:	City of West Hollywood City Clerk's Office 8300 Santa Monica Blvd. West Hollywood, CA 90069

# **1. INTRODUCTION**

The City of West Hollywood is seeking a consultant team to provide evaluation services for the Aging in Place, Aging in Community 5-Year Strategic Plan (“Strategic Plan”).

## **1.1 West Hollywood**

The City of West Hollywood is 1.9 square miles and is located in the central area of Los Angeles. In 1984, Cityhood was proposed by a coalition of LGBT activists, seniors, and renters. These groups came together to form a City with progressive policies and strong tenants’ rights protections. West Hollywood continues to be a City with proactive and progressive community policies that provide a foundation for the development of the Strategic Plan.

The City of West Hollywood initiated the development of the five-year Strategic Plan to help the City evolve as a community where aging is embraced, and where people can remain in the housing of their choice as long as possible. The goal of the Strategic Plan is to articulate an integrated approach that builds on existing policies and programs in West Hollywood, such as arts and cultural events, lifespan-friendly housing, senior services, and other approaches to wellness, while responding to the demographic trend of people living longer and living independently in their homes. The Strategic Plan was developed through a diverse stakeholder and community process with the vision of supporting individuals as they choose to live at home within a community they know where safety and independence are givens, regardless of age, income, or ability level.

The Strategic Plan uses the World Health Organization’s Eight Domains of Livability as a framework, which is also used by AARP’s Network of Age-Friendly Communities. The eight domains as adapted to suit the needs of the City of West Hollywood include:

1. Open Spaces and Buildings
2. Transportation
3. Housing
4. Social Participation
5. Respect & Inclusion
6. Civic Participation & Employment
7. Communication & Information
8. Health & Community Services

Building on what West Hollywood already does well to serve its community, the goal of this action-oriented plan is to identify needs that should be addressed, and address those needs through innovation, more community connectivity, and incorporating other government or non-profit agency help.

The population of West Hollywood is approximately 36,000 people, and currently about 15% of the City’s population is aged 65 years and older. Of those over the age 65 and living alone, 945 were men and 1,973 were women. Compared to Los Angeles County (35%), West Hollywood older adults were

twice as likely to be renters (80%). Also, 51% of people over the age of 65 in West Hollywood reported having a disability, compared to 39% in Los Angeles County.

For more information on the City of West Hollywood, visit [www.weho.org](http://www.weho.org) and to read the Strategic Plan, visit <http://www.weho.org/residents/aging-in-place>. Also, proposers should review the City of West Hollywood's 2013 Community Study available on the City's website.

## **1.2 Required Qualifications**

The work of the evaluation team will include the development of logic models, a theory of change, specific process goals, short-term goals, long-term goals, metrics at the specific initiative-level, and metrics at the macro city-wide level. Ultimately the project will measure, refine and demonstrate the impact of specific programs and demonstrate whether there has been a collective impact across the community. The evaluation framework will measure community-wide impact and help establish to what degree West Hollywood is effectively using its resources in accomplishing improvements for its older adults as well as its consciousness about aging.

The ideal consultant will provide:

- Subject Matter Expertise – Extensive knowledge of the healthcare field, including insurance companies and providers, and extensive knowledge of the conditions impacting the older adult population, including social determinants of health.
- Technical Expertise – Ability to develop logic models and outcome measures and provide technical assistance in ongoing data collection in order to quantitatively capture the results of the Strategic Plan and evaluate its effectiveness on a regular basis.
- Community-Oriented Strategies – Program and evaluation services tailored to the City of West Hollywood designed to strengthen the City's capacity for serving its members and involving different stakeholders working together.
- Cultural Competencies – The Strategic Plan focuses on the needs of older adults, including but not exclusively long-term HIV/AIDS survivors, the Russian-speaking community, older single headed households, senior poverty and the LGBT community. The consultant must be equipped with the cultural competency to understand the specific health, social, and financial needs and sensitivities of each population.
- Assistance with Grants – The ability to provide advice about the best practices for connecting with foundations, grantors and sponsors that would find it valuable to participate in supporting the Strategic Plan. Many foundations require a formal, research-oriented evaluation to help assure their funds are used effectively.

## **1.3 Scope of Services**

During the two year scope of work (Year 1: October 1, 2016 through June 30, 2017; Year 2: July 1, 2017 through June 30, 2018, with the contract term through September 30, 2018) the consultant will support program implementation and fully design an evaluation for the City of West Hollywood's Aging in Place Aging in Community Strategic Plan.

Key tasks include:

- Work with the City and its social service agencies to determine the initiatives for inclusion in the evaluation plan through meetings with key stakeholders and reviewing existing data and data collection protocols.
- Building on existing surveys, (see [www.weho.org/residents/aging-in-place](http://www.weho.org/residents/aging-in-place)), further develop measures and data collection protocols for the cross-section of initiatives approved by the City for inclusion in the evaluation.
- Integrate with City staff and contracted social services agencies to train staff and support the collection of initiative level process and outcome measures and annual city-wide data collection.
- Analyze and summarize the data quarterly and report on it annually.
- Contribute substantially to evaluative analysis regarding the Strategic Plan. Activities will include inter-departmental and inter-agency outreach meetings, bi-weekly strategy calls, research to support program decision making, stakeholder outreach, presentations at Human Services Commission meetings (two per year) and City Council meetings (one per year) foundation outreach, governmental funding advice, and grant writing strategy.
- Evaluate the Strategic Plan progress at recommended intervals to provide feedback on successes and challenges with recommendations for improving programs.
- Assistance with grants and funding.

Deliverables: final recommendations on city-wide measures to include in the final evaluation plan; an evaluation plan detailing all elements including specific measures and data collection protocols; collection of city-wide data (such as administering multiple surveys); quarterly summaries and an annual report on evaluation findings; significant strategy contributions; and recommendations and a presentations for Human Servcies Commission (2 per year), potential stakeholder convening (TBD) and City Council meetings (1 per year).

## **2. PROCESS FOR SUBMISSION AND EVALUATION OF PROPOSALS**

### **2.1 Schedule**

August 3, 2016	City issues RFP
August 18, 2016	Proposals due to the City 5:00 p.m.
August 19 – 26	City review of proposals
August 31	Consultant(s) selected
September 19	City Council Review of Contract
October 1	Contract Begins

The City reserves the right to adjust this schedule as it deems necessary

## **2.2 Requested Submittal**

**Proposals are due by 5:00 pm on August 18, 2016.** Late submissions will not be accepted. Please submit one (1) original and five (5) copies of each proposal.

Submit proposal to: City of West Hollywood  
City Clerk's Office  
8300 Santa Monica Blvd.  
West Hollywood, CA 90069

Project Proposal must include:

1. Cover Letter – describing your firm's approach to the project
2. Required Qualifications (1.2)
3. Explanation of Other Work that Illustrates the Consultant's Cultural Competency and Expertise in Working with West Hollywood's Demographics
4. Scope of Services with complete narrative about each area above (1.3), estimated cost per phase, including start-up phase, and deliverables timeline.
5. Consultant's Professional Service and Fee Schedule
6. Project Team Resumes
7. References: Please provide three references for projects with similar process and work product provided to a governmental agency.
8. Examples: Please provide between one and three examples of previous or current work product provided to a governmental agency.

## **2.3 Evaluation Criteria and Review**

Qualifications will be evaluated by the City to determine if each submittal meets the requirements of this RFP. No single criterion, including price, will dictate the City's ultimate selection. The relative importance of these factors involves judgement on the part of the City staff and will include both objective and subjective analysis. The selected consultant will be based on the following:

1. Cover letter description of the firm's approach
2. Required qualifications
3. Demonstrated knowledge of West Hollywood demographics and cultural competency
4. Scope of services - comprehensive
5. Fee schedule
6. Project team resumes
7. Consultant's Capabilities in Grant Advisory Services

A proposal that fails to address any one or more critical specifications of the RFP will not be considered. The Project Team may seek outside expertise, including but not limited to technical advisors in the selection process. Award is contingent upon the successful negotiation of final contract terms.

## **2.4 Questions**

The City's principal contact for the RFP is Elizabeth Savage, Director of Human Services & Rent Stabilization, (323) 848-6490 or [esavage@weho.org](mailto:esavage@weho.org). All questions should be submitted by email only and all replies will be posted on the City's website in the RFP section.

## **2.5 Sample Basic Contract**

Prior to submittal please review the City's sample Basic Contract (Exhibit A). The contract is the City's standard contract for services. Any deviations from this contract should be clearly identified in the proposal. Please note the City's mandatory Living Wage and Equal Benefits clauses.

## **3. City Reservations and Conditions**

- All costs of proposal preparation shall be borne by the Proposer.
- The proposal should always include the Proposer's best terms and conditions, though the City reserves the right to negotiate.
- All proposals become the property of the City, which reserves the right to use any or all of the ideas in these proposals, without limitation. Selection or rejection of a proposal does not affect these rights.
- The City reserves the right to extend the RFP submission deadline if, in the City's sole judgment, such action is in its interests. If the deadline is extended, all applicants will have the right to revise their proposals.
- The City reserves the right to reject all, or any, of the proposals it receives.
- The City reserves the right to withdraw or modify this RFP, and to refrain from awarding contracts altogether.
- The City reserves the right to request additional information, including agency support documents, during the RFP evaluation process.
- Prior to award of the contract, the City reserves the right to request additional information\_about the history of operations of the Proposer and its principals.
- Proposals deemed non-responsive will be returned.
- Unacceptable conditions, limitations, provisos, or failure to respond to specific instructions or information requested may result in rejection of the proposal.
- No proposal shall be withdrawn after the date and time set for opening thereof, and all proposals shall remain in effect for one hundred eighty (180) days after the final proposal submission date.
- Upon request, all proposals will be available for public review (except financial statements, submitted under a separate cover with a request for confidentiality, which shall be disclosed only upon order of a court with competent jurisdiction) once negotiations are complete and contract award is ready to be made to the successful Proposer.
- Any changes to the RFP requirements will be made by addendum. Addenda will be mailed to Proposers at the address provided by Proposers. All addenda shall be signed and attached to the

proposal form. Failure to attach any addenda may cause the proposal to be considered non-responsive. Such proposals may be rejected.

- No prior, current or post award verbal conversations or agreements with any officer, agent, or employee of the City shall affect or modify any terms or obligations of this RFP, or any contract resulting from this procurement.
- Non-acceptance of any proposal will not imply any criticism of the proposal or convey any indication that the proposal or proposed system or equipment was deficient.
- Non-acceptance of any proposal will mean that another proposal was deemed to be more advantageous to the City or that no proposal was deemed acceptable.
- The selected consultant must provide and maintain in force at all times during the term of the services insurance for Workers' Compensations, General Liability, Professional Liability, and Automobile Liability, in amounts consistent with the services provided as determined by the City.