

**City of Madison  
Community Development Division**



**REQUEST FOR PROPOSALS (RFP) Guidelines**

**RFP #13054**

**Building Human Capital:  
Older Adult Services**

**Due: July 1<sup>st</sup>, 2024, 4:30pm (CST)**

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**RFP SUMMARY**

<b>RFP NUMBER and TITLE</b>	<b>RFP # 13054 - Building Human Capital: Older Adult Services</b>																												
<b>DEADLINE FOR BID SUBMISSIONS</b>	<b>4:30 P.M. (CST), Monday, July 1<sup>st</sup>, 2024</b> <b>Proposals received after the deadline will not be considered.</b>																												
<b>SCOPE</b>	The City of Madison is seeking proposals from qualified entities to provide: <ul style="list-style-type: none"> <li>• Assistance to older adults age 55+ to avoid disease and disability, maintain high physical and cognitive function, and reduce social isolation.</li> <li>• Services that should focus on low-income older adults. CDD places a high priority on ensuring that funded programs and activities are culturally and linguistically responsive to all residents, including, for example, historically marginalized groups such as BIPOC, LGBTQIA+, and Limited English Proficient (LPE) identifying individuals.</li> </ul>																												
<b>FUNDS AVAILABLE:</b>	The City of Madison Community Development Division anticipates having at least \$838,039 for allocation pending finalization of the 2025 City of Madison Budget.																												
<b>Application Form and Guidelines</b>	<b>Available at:</b> <a href="#">Community Development Division Funding Opportunities Website</a>																												
<b>E-MAIL PROPOSAL TO:</b>	<a href="mailto:CDDapplications@cityofmadison.com">CDDapplications@cityofmadison.com</a> All proposals must be submitted electronically in at least three documents, the Program Narrative (Word or PDF) and the Organization Overview (Word or PDF) and Budget Workbook (Excel or PDF). Please put <b>CDD Older Adult</b> in email subject line.																												
<b>DIRECT ALL INQUIRES TO:</b>	<b>Yolanda Shelton-Morris, Community Resources Manager</b> <b>Email:</b> <a href="mailto:yshelton-morris@cityofmadison.com">yshelton-morris@cityofmadison.com</a>  <b>Garrett Tusler, Community Development Specialist</b> <b>Email:</b> <a href="mailto:gtusler@cityofmadison.com">gtusler@cityofmadison.com</a>																												
	<p>Please Note: These dates are for planning purposes. They represent the City’s desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.</p> <table border="1"> <thead> <tr> <th><b>Request for Proposal (RFP) Activity</b></th> <th><b>Date</b></th> </tr> </thead> <tbody> <tr> <td>Finance Committee</td> <td>5/13/2024</td> </tr> <tr> <td>Common Council Approval</td> <td>5/21/2024</td> </tr> <tr> <td>Publish RFP</td> <td>5/24/2024</td> </tr> <tr> <td>Older Adult Services RFP Workshop</td> <td>6/5/2024</td> </tr> <tr> <td>Required Submission of Letter of Intent</td> <td>6/17/2024</td> </tr> <tr> <td><b>DEADLINE FOR SUBMISSION OF PROPOSALS</b></td> <td>7/1/2024</td> </tr> <tr> <td>Applicant Presentations</td> <td>8/28/2024</td> </tr> <tr> <td>Committee on Aging Meeting – Finalize Funding Recommendations</td> <td>9/25/2024</td> </tr> <tr> <td>Resolution with Funding Recommendations Introduced to Common Council</td> <td>10/8/2024</td> </tr> <tr> <td>Finance Committee Action</td> <td>10/14/2024</td> </tr> <tr> <td>Common Council Action</td> <td>10/29/2024</td> </tr> <tr> <td>Applicants notified of Funding Allocations</td> <td>10/30/2024</td> </tr> <tr> <td>Anticipated contract start date</td> <td>1/1/2025</td> </tr> </tbody> </table>	<b>Request for Proposal (RFP) Activity</b>	<b>Date</b>	Finance Committee	5/13/2024	Common Council Approval	5/21/2024	Publish RFP	5/24/2024	Older Adult Services RFP Workshop	6/5/2024	Required Submission of Letter of Intent	6/17/2024	<b>DEADLINE FOR SUBMISSION OF PROPOSALS</b>	7/1/2024	Applicant Presentations	8/28/2024	Committee on Aging Meeting – Finalize Funding Recommendations	9/25/2024	Resolution with Funding Recommendations Introduced to Common Council	10/8/2024	Finance Committee Action	10/14/2024	Common Council Action	10/29/2024	Applicants notified of Funding Allocations	10/30/2024	Anticipated contract start date	1/1/2025
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## SECTION 1: SCOPE OF WORK

### Purpose

The Community Development Division (CDD) of the City of Madison seeks to create the necessary conditions for Madison residents to realize their full potential through the building of human capital and economic development. Encompassed in the goal of *Shared Prosperity through Building Human Capital* is the assurance that older adults are prepared for lifelong success.

In 2019 the City of Madison adopted the goal to create the necessary conditions for older adults in Madison to age successfully. Encompassed within the goal of ensuring that “*Individuals and families at-risk or in crisis can access services to meet immediate and/or basic needs*” is the desire to see that older adults have services and activities that can help them avoid disease and disability, maintain high physical and cognitive function, and reduce social isolation.<sup>1</sup>

In 2024, the City of Madison is seeking proposals from organizations to support the following four priority areas under Older Adult Services:

- Case Management Services
- Culturally Relevant Services
- Independent Living Support Services
- Outreach, Information, and Referral Services

CDD seeks to create opportunities for persons in historically or currently marginalized populations who are living in poverty. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

### Background

Every state and community in the U.S. is aging. By 2030 there will be 73 million Americans over 65. There will be more people over 65 than under 18<sup>2</sup>. People are living longer and staying active longer and our community needs to adjust to meet those needs. To better ensure the alignment of Older Adult Services with the needs of Madison residents, it is important to understand the historical context and methodologies within past funding processes and community outreach efforts. This section outlines key components of the background and methodology, laying the foundation for current funding approaches in the City of Madison.

#### **2016: Older Adult Services Funding Process + Forward Community Investment Analysis**

The most recent funding process for Older Adult Services took place in 2016. It was the first funding process following the analysis of CDD’s funding practices conducted by Forward Community Investments. Within the report, Older adult services are rooted in community goal III.

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<sup>1</sup> Forward Community Investments, “Community Development Division Funding Process Study,” March 31, 2016, page 18.

<sup>2</sup> U.S. Census Bureau. (2022, February 25). *2020 census will help policymakers prepare for the incoming wave of aging boomers*. Census.gov. <https://www.census.gov/library/stories/2019/12/by-2030-all-baby-boomers-will-be-age-65-or-older.html>

Community Goal III: Resident and community wellbeing through individual, family, and household stabilization and equitable access to resources—**connect vulnerable and marginalized residents with resources designed to avoid homelessness or other crisis situations, promote household stability, and maintain personal independence.**

Furthermore, the report highlights necessary conditions for success to reach this goal and calls for CDD to fund initiatives that serve low-income individuals, residents of color, and vulnerable populations, and are designed to be culturally and linguistically responsive to residents.

### ***2020-Present: COVID-19***

The COVID-19 pandemic significantly impacted older adults, magnifying existing vulnerabilities and presenting unprecedented challenges<sup>3</sup>. This crisis resulted in severe health consequences within this demographic, including heightened infection rates, hospitalizations, and mortality compared to other age groups. Moreover, measures like social distancing and lockdowns, implemented to mitigate virus transmission, have intensified feelings of isolation and loneliness among older adults, exacerbating mental health concerns. Disruptions to access essential services and support systems have further compounded the difficulties faced by older adults during this period. The pandemic has underscored the critical need for robust and flexible older adult services, emphasizing the necessity for ongoing investment and strategic planning to address the evolving needs of this population in Madison.

### ***2019-2024: Age Friendly Madison***

Beginning in 2019, the Age Friendly Communities initiative began a collaborative effort between the City, County, and AARP as part of the larger AARP Livable Communities initiative which supports the efforts of neighborhoods, towns, cities and rural areas to support healthy and successful aging around 8 domains of aging<sup>4</sup>. This involved forming a steering committee and engaging in extensive community outreach (2021) and culminated in a comprehensive final infographic<sup>5</sup>. This infographic highlights the needs and wants of older adults in Madison and serves as a foundational document, offering critical insights and recommendations for policymakers and future endeavors.

### ***2023: 7.5% Increase to Current Contracts***

In 2023, the Common Council increased City funding for older adult services by 7.5% as part of the City's 2024 Adopted Operating Budget. That increased available funds to \$838,039. For 2024, the added funding is being used to increase existing provider contracts. Provided the Council preserves the increase in the 2025 Operating Budget, these funds will be included in those to be allocated in the upcoming RFP process for contracts beginning in 2025.

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<sup>3</sup> Lee, Y. J. (2020). The Impact of the COVID-19 Pandemic on Vulnerable Older Adults in the United States. *Journal of Gerontological Social Work*, 63(6–7), 559–564. <https://doi.org/10.1080/01634372.2020.1777240>

<sup>4</sup> 1. Housing, 2. Transportation, 3. Communication & Information, 4. Respect & Social Inclusion, 5. Social Participation, 6. Civic Participation & Employment, 7. Health Services & Community Supports, and 8. Outdoor Spaces & Buildings

**2024: Community, Older adult, Advocacy, Learning, Equity, Support, Communication, Engagement  
– COALESCE Cohort**

COALESCE is a cohort of service providers that receive city funds through older adult services funding. This workgroup aims to facilitate stronger partnerships and communication channels among agencies that receive city funds. This cohort also aims to develop effective and relevant solutions that address the unique needs of diverse older adult communities in Madison.

Agencies within COALESCE are expected to work collaboratively with a diverse base of local partners in understanding current resources for supporting older adults and develop prevention strategies, identify gaps and needs, and create local solutions.

## 1.2 Program Structure and Elements

The City of Madison's Community Development Division has a vested interest to provide funding to a portfolio of services that address needs throughout the trajectory of aging to better support planning, preparation, and dignity in full support of a quality of life of Madison residents. These services are as follows:

### Case Management Services

Case managers serve as advocates, assisting clients in accessing essential resources and coordinating various aspects of their care. Case management Services not only meet immediate needs but also foster long-term stability and empowerment for those facing challenges in our community.

#### ***Programmatic Requirements***

- Case Management staff will have demonstrated training and/or experience in case management with older adults from a variety of socioeconomic backgrounds, cultures and ethnicities.
- Case Managers will develop a written individualized service plan as informed by an assessment of the needs of the older adult client and the client's family/caregiver, as appropriate, and provide referral, coordination, monitoring, evaluation and advocacy for a package of services to meet the specific needs and preferences identified in each clients' service plan.
- Agencies will demonstrate partnerships with community service providers, and/or other culturally competent agencies for purposes of referrals and access to supportive services and benefits.
- Services provided will be culturally and linguistically responsive to the specific needs of the older adult consumer.
- Case Managers will have multiple scheduled interpersonal interactions with active clients.
- Case Management agencies will demonstrate a commitment to staff training and continuous improvement for service delivery.
- Agency will register service with United Way's 2-1-1 system and the Aging and Disability Resource Center (ADRC) and local Madison libraries.

#### ***Alignment with Dane County Area Agency on Aging Case Management Standards***

- The case manager should have post-high school training of an associate, bachelor, or master's degree in a field related to health and human services. The case manager shall have

the knowledge, skills, and experience necessary (paid or unpaid/volunteer) to competently perform client-centered case management duties.

- The case manager shall improve clients' access to needed services.
- The case manager shall be knowledgeable about resource availability, service costs, and budgetary parameters and be fiscally responsible in carrying out client-centered case management functions and activities.
- The case manager shall treat colleagues with courtesy and strive to enhance inter-professional, intra-professional, and interagency cooperation on behalf of the client.
- The case manager shall participate in evaluative and quality assurance activities designed to monitor appropriateness and effectiveness of both service delivery system and client-centered case management.
- The case manager shall carry a reasonable caseload that allows time to effectively plan, provide, and evaluate client-centered case management tasks related to client and system interventions.
- The case manager shall use professional knowledge, skills, and competence in serving the client whose interests are paramount.
- The case manager shall ensure, to the greatest extent possible, that clients are involved in all phases of client-centered case management services.
- The case manager shall ensure the clients' right to privacy and ensure appropriate confidentiality when information about clients is released to others.
- The case manager shall intervene at the client level to provide and/or coordinate delivery of direct services to clients and their families.

The request for proposals process will seek to allocate funds to programs providing services consistent with the current standards for older adult case management services outlined in Area Agency on Aging Client-Centered Case Management standards.

### ***Coordination***

- Participation in the COALESCE workgroup cohort is a requirement for all agencies receiving city funding. This workgroup ensuring collaborative engagement and alignment with city-wide initiatives for older adult services.
- The City of Madison Community Development Division and funded older adult service partners will collaborate during the 2025 program year with a goal of developing a tracking system for long-term impact of programming and services for older adults.

### ***Clear and Measurable Outcomes***

The City of Madison is moving toward the goal of having standardized outcomes and measures for similar program models. All proposed programs serving older adults will measure client/participant perspective of services received.

- 75% of clients/participants report that the service/assistance/programming received contributes positively to their desired quality of life.



Funded programs for Case Management services will establish clear and measurable outcomes appropriate to case management in alignment with Dane County Area Agency on Aging (AAA) Case Management Standards, approved by the AAA Board. The following outcomes are not exhaustive; however, outcome measures should demonstrate the effectiveness of program support in maintaining independent living.

- At least 75% of clients receiving case management services will access two or more of the resources identified in their Individual Service Plan (ISP).

## **Culturally Relevant Services**

Culturally Relevant services aim to address disparities through targeted interventions and support catered to the specific wants, needs, and desires of the targeted population.

### ***Programmatic Requirements***

- Programs will provide culturally responsive services to various races, ethnicities, sexual orientations and gender identities that are linguistically appropriate, trauma-informed, and designed to build trust with all older adults and relevant to their needs.
- Programs will be adequately staffed to provide for safety and engagement of the participants.
- Establish and maintain neighborhood/community relationships.
- In partnership with program participants and City residents, continually explore new opportunities and collaborations for older adult programming.
- Agency will demonstrate connection to community of older adults they intend to serve.
- Identify a variety of programs that address the social, economic, intellectual, educational, spiritual, cultural, physical and emotional aspects of aging that appeal to older adults in the community.
- Develop and maintain program resources and information files.
- The agency will demonstrate the ability to manage all required fiscal and reporting requirements.

### ***Outreach***

- Conduct community-based outreach in neighborhoods to reach isolated, low-income and non-participatory older adults.
- Market activities in a culturally linguistic manner. Collaborate with other agencies for cross promotion.
- Make presentations to groups and potential sponsors to promote the older adult activities program.
- Agency will register service with United Way's 2-1-1 system and the Aging and Disability Resource Center (ADRC) and local Madison libraries.

### ***Coordination and Implementation***

- Demonstrate effective working relationships with other community service providers, neighborhood centers and nutrition sites serving older adults to increase programming and resource options available to older adults.
- Demonstrate programs and activities that increase accessible educational, health and wellness, social and recreational opportunities for older adults to age in place in their community.
- Programs should acknowledge the transportation needs of the participants and include strategies to promote and provide accessible transportation or consider place-based activities within the various neighborhoods of participants.
- Participation in the COALESCE workgroup cohort is a requirement for all agencies receiving city funding. This workgroup ensuring collaborative engagement and alignment with city-wide initiatives for older adult services.
- The City of Madison Community Development Division and funded older adult service partners will collaborate during the 2025 program year with a goal of developing a tracking system for long-term impact of programming and services for older adults.

### ***Staff Training and Support***

- Older adult activities staff should have post-high school training of an associate degree, bachelor's degree (BA) or master's degree; or two to four years related experience (volunteer, internship, paid or combination, and/or training); or an equivalent combination of education and experience providing direct service to older adults.
- Staff will demonstrate training and experience in language accessible, culturally responsive service provision for older adults.
- Staff will oversee all programs and events and designate staff to coordinate and attend activities.
- Serve as a liaison for and educate participants about available community resources, including making appropriate referrals.
- Maintain courteous, cooperative and professional relationships with fellow staff, volunteers, community agencies and participants.
- Commit to staff training and continuous improvement for service delivery.

### ***Documentation and Data***

- The agency will demonstrate the ability to develop and maintain program resources and information files.
- The agency will demonstrate the ability to comply with all fiscal and reporting requirements.
- The agency will demonstrate the ability to maintain participant records that document income level as well as race, ethnicity, age, sexual orientation, and gender demographics of residents served, the geographic location of services provided, and the addresses/neighborhoods of clients in order to track distribution of services across the city.

- The agency will ensure the clients' right to privacy and ensure appropriate confidentiality if information about the client is released to others. Client files will be stored in a secure manner.

### ***Clear and Measurable Outcomes***

The City of Madison seeks standardized outcomes for similar program models, using standardized measures. The City of Madison is moving toward the goal of having standardized outcomes and measures for similar program models. All proposed programs serving older adults will measure client/participant perspective of services received.

- 75% of clients/participants report that the service/assistance/programming received contributes positively to their desired quality of life.

Funded programs for Culturally Relevant services will establish clear and measurable outcomes appropriate to the Senior Activities Framework. The following outcomes are not exhaustive; however, outcome measures should demonstrate the effectiveness of the program in enhancing independent living and quality of life.

- At least 75% of older adults served access Older Adult Activities programs that improve 1) their physical and mental health, 2) their ability to engage with their community, and/or 3) their ability to avoid disease and disability.

## **Outreach, Information, and Referral Services**

Outreach and Information services provide culturally competent and linguistically accessible information and assistance, referral, and system navigation services to individuals and households who need assistance with appropriate service providers and provide information about agencies and organizations that offer services.

### ***Programmatic Requirements***

The information and referral process involves being readily available for contact by the individual or family/caregiver; assisting the individual or family/caregiver, if appropriate, with determining which resources are needed; providing referrals to appropriate resources; and following up to ensure the individual, family, and/or caregiver's needs have been met, where appropriate.

### ***Outreach***

- Conduct community-based outreach in neighborhoods to reach isolated, low-income and non-participatory older adults.
- Market activities in a culturally linguistic manner. Collaborate with other agencies for cross promotion.
- Make presentations to groups and potential sponsors to promote the older adult activities program.
- Agency will register service with United Way's 2-1-1 system and the Aging and Disability Resource Center (ADRC).

### ***Coordination***

- Participation in the COALESCE workgroup cohort is a requirement for all agencies receiving city funding. This workgroup ensuring collaborative engagement and alignment with city-wide initiatives for older adult services.
- The City of Madison Community Development Division and funded older adult service partners will collaborate during the 2025 program year with a goal of developing a tracking system for long-term impact of programming and services for older adults.

### ***Programmatic Consideration***

- The Agency will demonstrate experience in providing prevention services, including providing specialized information and referral and outreach to underserved populations.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and households of various races, ethnicities, cultures, and socioeconomic levels.
- The Agency will demonstrate effective working relationships with other community service providers to increase programming and resource options available to neighborhood groups, households, families, and individuals.
- The Agency will have a demonstrated ability to manage all fiscal and reporting requirements required to maintain contract compliance.

### ***Clear and Measurable Outcomes***

The City of Madison seeks standardized outcomes for similar program models, using standardized measures. All proposed programs serving older adults will measure client/participant perspective of services received.

- 75% of clients/participants report that the service/assistance/programming received contributes positively to their desired quality of life.

Funded programs will establish clear and measurable outcomes. The following outcomes are not exhaustive; however, outcome measures should demonstrate the effectiveness of the program in enhancing independent living and quality of life and/or strengthening of the older adult services network in Madison.

- **Increased Service Utilization:** Measure the rise in the number of individuals and households accessing assistance, referrals, and navigation services, indicating the program's effectiveness in meeting community needs.

## **Independent Living Support Services**

Assistance with tasks such as housekeeping, meal preparation, and errands, which can become increasingly challenging for individuals with limited mobility or other health issues can help individuals age in place safely and comfortably, reducing the need for more costly institutional care options and promoting overall health and well-being.

### ***Programmatic Requirements***

- Agency will provide volunteer recruitment, support and training events related to citywide Independent Living Support services.
- The Agency will establish and maintain a diverse community of volunteers, ensuring representation of individuals who can communicate in languages commonly spoken by LEP older adults in their community and reflect their cultural backgrounds.
- Agency will carry accident insurance to cover volunteers citywide.
- Agency will establish and administer a reserve fund for use to purchase Independent Living Support services for clients who are waiting for a volunteer or for clients whose situation is not conducive to volunteer assistance.
- Agency will demonstrate connection to community of older adults they intend to serve.

### ***Outreach***

- Agency will conduct presentations that include information on Independent Living Support services.
- Agency will participate in Older Adult Health Fairs and Expos, as well as Volunteer Fairs throughout the City.
- Agency will market program in a culturally responsive, linguistically appropriate manner.
- Agency will register service with United Way's 2-1-1 system and the Aging and Disability Resource Center (ADRC), and local Madison libraries.

### ***Program Design***

- Agency will recruit and train volunteers to provide Independent Living Support assistance.
- Service will be provided in a culturally responsive, linguistically appropriate, trauma-informed manner that builds trust with the older adult and is relevant to their needs.
- Program will be sufficiently staffed to provide for safety and engagement of the participants.
- Agency will develop and maintain program resources and information files.

### ***Documentation and Data***

- The agency will demonstrate the ability to develop and maintain program resources and information files.
- The agency will demonstrate the ability to comply with all fiscal and reporting requirements.
- The agency will demonstrate the ability to maintain participant records that document their address, household income, race, ethnicity, age, gender identity and sexual orientation as well as the location of services in order to track the distribution of services across the city.
- The agency will ensure the clients' right to privacy and ensure appropriate confidentiality if information about the client is released to others. Client files will be stored in a secure manner.

### ***Coordination***

- Participation in the COALESCE workgroup cohort is a requirement for all agencies receiving city funding. This workgroup ensuring collaborative engagement and alignment with city-wide initiatives for older adult services.

- The City of Madison Community Development Division and funded older adult service partners will collaborate during the 2025 program year with a goal of developing a tracking system for long-term impact of programming and services for older adults.

### ***Clear and Measurable Outcomes***

The City of Madison seeks standardized outcomes for similar program models, using standardized measures. All proposed programs serving older adults will measure client/participant perspective of services received.

- 75% of clients/participants report that the service/assistance/programming received contributes positively to their desired quality of life.

Funded programs under Independent Living Support services will establish clear and measurable outcomes. The following outcomes are not exhaustive; however, outcome measures should demonstrate the effectiveness of the program in enhancing independent living and quality of life for older adults in Madison.

- At least 75% of program participants state that the Independent Living Support program enables them to stay living safely and independently in their homes.

## **1.3 Applicant Type**

Eligible applicants should only submit ONE grant application PER PROGRAM TYPE (Case management services, Culturally Relevant services, Information, Outreach & Referral services, Independent Living Support services). For each Program, the applicant must apply as one of the following applicant types;

### **1) Single Agency:**

A single agency that is an eligible applicant that applies for funding through older adult services independently, despite any programmatic collaboration that may exist with other service providers.

OR

### **2) Joint/Multi-Agency:**

Multiple eligible applicants that may apply together. For the purposes of this RFP, the fiscal coordinating agency is referred to as the “lead agency,” and the subcontracting agencies are referred to as “joint/partner agencies”. The lead agency will submit all application materials on behalf of the collaborative program and will be the primary applicant and awardee.

## **1.4 Target Population**

All programs and services should focus on low-income older adults. CDD places a high priority on ensuring that funded programs and activities are culturally and linguistically responsive to all residents.

## **1.5 Equity Priority Areas**

One of the challenges that many older adults face in accessing services is the lack of mobility. It raises the question of whether some services might be more effectively delivered if they focus on

areas of the city in which there are high concentrations of older adults. A City’s “Data Team”, housed within the Finance Department, explored this issue utilizing data from the Census and the American Community Survey (ACS) through the US Government’s Census Bureau. The team generated a detailed map to identify “equity priority areas”, that is, census blocks within Madison with higher proportions of Black, Indigenous, People of Color (BIPOC), and low-income older adults. The map incorporates key data, such as age (65+), race/ethnicity, median income, percentage of households above the poverty line, and the prevalence of English-speaking households. It suggests there may be areas in Madison where a more geographically focused approach to service delivery could be considered.

All programs and services should speak to their ability to serve one or more of the equity areas highlighted below within their application. An agency does not need to reside within an equity priority area; however, the applicant should address any programing, pertinent relationships and/or partnerships with existing agencies within or near these identified areas.

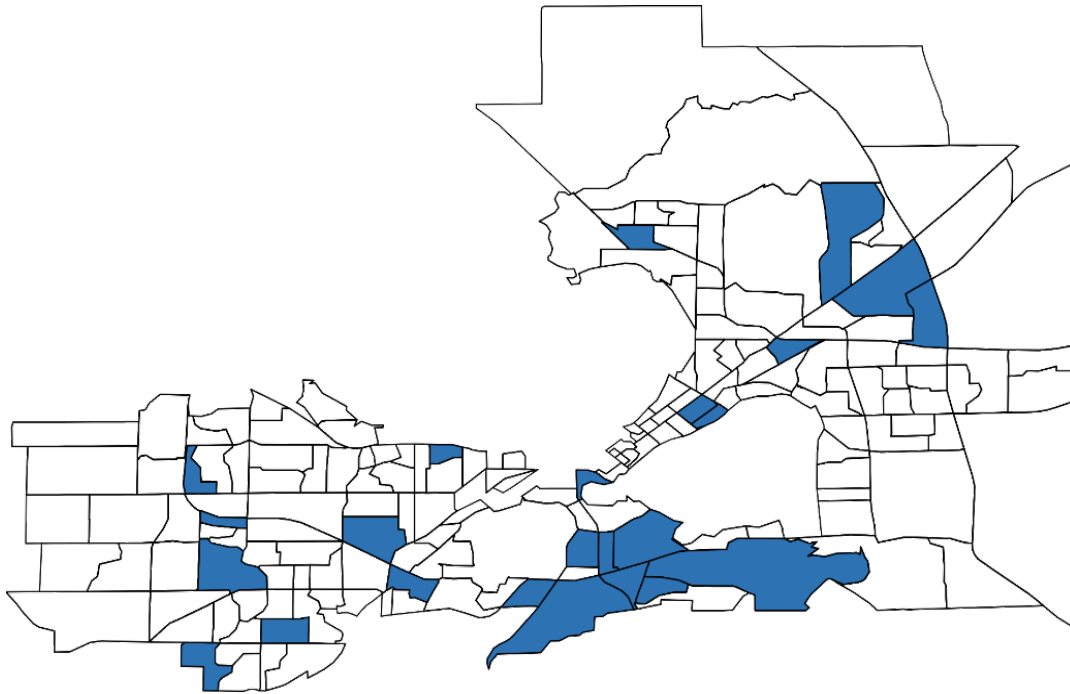


Table 1 – Areas of Madison and neighborhoods near equity priority areas

West	Southwest	Near West	South
<ul style="list-style-type: none"> <li>Walnut Grove</li> <li>Oakbridge Condominiums</li> <li>Midvale Heights</li> </ul>	<ul style="list-style-type: none"> <li>Allied</li> <li>NewBerry Heights</li> <li>HighPoint Estates</li> <li>Maple-Prairie</li> <li>Glacier Ridge</li> </ul>	<ul style="list-style-type: none"> <li>Rocky Bluff</li> </ul>	<ul style="list-style-type: none"> <li>Bridge-Lakepoint</li> <li>Brams Addition</li> <li>Burr Oaks</li> <li>Leopold</li> <li>Indian Springs</li> <li>Moorland-Rimrock</li> </ul>
Downtown	Near East	North	Northeast
<ul style="list-style-type: none"> <li>Capitol Neighborhoods</li> <li>Monona Bay</li> <li>Near Brittingham Apartments</li> </ul>	<ul style="list-style-type: none"> <li>Sherman Terrace</li> <li>Eken Park</li> <li>Worthington</li> <li>Marquette</li> </ul>	<ul style="list-style-type: none"> <li>Kennedy Heights</li> <li>Vera Court</li> </ul>	<ul style="list-style-type: none"> <li>Westchester Gardens</li> <li>Norman Acres</li> <li>Ridgewood</li> </ul>

## 1.6 Measurements of Success

### Older Adult Services - Outcomes

The City of Madison has a goal of having standardized outcomes for similar program models, using standardized measures. Funded programs will establish clear and measurable outcomes appropriate to the program models. Outcomes listed are not exhaustive and are meant to demonstrate the effectiveness of the program towards building human capital.

#### 1. Older Adult Services – Service Area Outcome

All proposed programs serving older adults will measure client/participant perspective of services received.

- 75% of clients/participants report that the service/assistance/programming received contributes positively to their desired quality of life.

#### 1. Older adult Services – Program Outcomes

Additionally proposed program outcomes will include changes in the following measurable skills, behaviors, knowledge or perception:

- **Case Management Services**
  - At least 75% of clients receiving case management services will access two or more of the resources identified in their Individual Service Plan (ISP).
- **Culturally Relevant Services**
  - At least 75% of older adults served access Older Adult Activities programs that improve 1) their physical and mental health, 2) their ability to engage with their community, and/or 3) their ability to avoid disease and disability.
- **Information, Outreach, and Referral Services**
  - Increased Service Utilization: Measure the rise in the number of individuals and households accessing assistance, referrals, and navigation services, indicating the program's effectiveness in meeting community needs.
- **Independent Living Support Services**
  - At least 75% of program participants state that the Independent Living Support program enables them to stay living safely and independently in their homes.

## 1.7 Funds Available

#### 1. Anticipated Funds

It is expected that at least \$838,039 will be available for allocation to older adult programs in 2024. Final allocations will be determined in the City of Madison budget process to be completed in November 2024. **Prior city funding of programs should not be considered a guarantee of future funding.**



The funds available for this RFP include \$115,000 that was authorized to support services to Southeast Asian older adults. In the event that proposals are submitted specifically to serve that population, and such proposals satisfy the program or activity standards set forth in this policy paper and resulting RFP, they will be given priority regarding the use of these funds.

Please note: **On average, City funding for programs accounts for 20% of total program costs. Strong proposals will bring other funding resources to support their program. Although City funding may start at a higher percent of the total program cost, funded organizations may be expected to increase the percentage of program cost supported by other funding sources over the contract period.**

## 1.8 Allocation Recommendations

### An Equitable Holistic Approach to Funding Recommendations

The Community Development Divisions RFP process is a competitive process in which community-based organizations vie for limited funds within specific service area funding cycles. This open call for applications ensures equal access to any and all non-profit agencies interested in receiving funds from the City. Moreover, the RFP process supports CDDs mission to provide high quality services to all residents through its partnerships with CBOs, to administer equitable accountability measures, and to ensure transparency within funding processes. However, the nature of an open call RFP process places smaller, newer, and/or under-resourced organizations at a disadvantage when compared with larger, more established organizations. For example, newer organizations may lack access to experienced grant writers, fund development teams or simply not have the capacity to undertake the various tasks required to submit an application, which may impact the score of their application.

Assuming a causal relationship between an agency's application score and funding recommendations can pin agencies against one another, stifle partnership and collaboration, is inequitable, and may be harmful to the delicate ecosystem of nonprofits and subsequently the residents they serve here in the City of Madison. As a result, newer and/or under-resourced organizations are more at risk to be overlooked when developing funding recommendations when analyzing scores alone, regardless of the quality and communal need of the services they may provide.

In particular, CDD seeks to create opportunities for persons in historically or currently marginalized populations who are living in poverty. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

### Funding Recommendation Factors

To address the concerns listed above, CDD utilizes a holistic approach with a focus on equity that takes several interrelated factors into consideration when developing funding recommendations.

## 1.9 Funding Recommendation Factors



<b>Examples:</b>	
Factor: Geography/Neighborhood	A program could be recommended for funding because that program is focused on a neighborhood with fewer program opportunities.
Factor: Population Served	A program serving a specific population, not served or underserved in the current array of City-funded older adult programs, may be selected over another program serving the same area.

The underpinnings of this equitable holistic approach are driven by the following assumptions:

- **There exists no “one-size-fits-all” formula or equation when developing funding recommendations.** Contrary to a more regimented and formulaic scoring approach, where decisions are made solely using an application score, CDD’s approach includes a more holistic view of needs across the community. In other words, the application is used to provide a better perspective to application reviewers of the services an agency delivers, while also taking into consideration how these services fit into the larger system of service provision in the City of Madison. This ensures that a wide range of factors beyond an agency's application are considered in order to place community need and equity at the forefront of decision making.
- **CBOs do not work in isolation, but in concert with other CBOs and within larger systems.** The City of Madison has a vested interest in providing services for all residents. Therefore, recommendations take into account not only the specialized services provided by a CBO, but also how these services are inherently interrelated with those of other agencies. This fosters an environment where the varying needs and priorities of all agencies, and the residents they serve, are taken into account.

To achieve this goal, reviewers are encouraged to take a synergistic view of applications, where preference is placed on the creation of a portfolio of applicants who work together to better serve all residents of Madison. This stands in stark contrast to a more traditional comparative view within funding recommendation processes, in which applications are assessed solely by their adherence to an established benchmark or checklist within an application process.

- **No single or collection of variables listed above are inherently more important than others.** Assessment and recommendations are dependent upon the needs in the community, applicant pool and quality of application. A single variable may play a pivotal role within deliberations for one agency to receive funding recommendations. That same variable may be of lesser importance within another application. This may be due to a myriad of reasons such as the geographic location of services, the population they serve, etc. (see image above).

Therefore, CDD staff will use a holistic approach informed by the review workgroup, quality of proposals and a range of quantitative and qualitative factors beyond an agency's application score creates an array of potential allocations. This approach emphasizes the interconnectedness of community organizations and their services and prioritizes agency sustainability and equitable service provision to Madison residents.

Please note: **Recommendations regarding the distribution of funds will be determined not only by the quality of proposals (i.e. application review score) but also with considerations regarding the provision of an array of programs across the older adult service continuum, specific demographic groups and geographically across the city in underserved neighborhoods.**

## 1.10 Proposal Quality Review Criteria Summary

See Appendix A for detailed descriptions of each Proposal Quality Review Item

\*The scoring rubric for this RFP has been adjusted to accommodate both single and joint applications. Joint applications can earn up to 140 points, while single applications can initially earn up to 115 points. All single application questions will be weighted by a factor of ~1.2, thereby allowing single applicants to also achieve a maximum score of 140 points.

PLEASE NOTE: Funding recommendations will be based on both the quality of proposals and distribution of programs across the desired service continuum, demographic groups and geographically across the city (see factors above)		
Proposal Quality Review Item	Relevant Question/ Document	Point Value
	<b>Part 1 Organizational Narrative</b>	
Organization History	1	<b>10</b>
Organization Experience with Type of Program	2	
Significant Changes in Organization	3	
Staff Experience, Education, Training and Support for Professional Development	4	<b>15</b>
Board and Staff Demographics	<b>Budget</b>	
<b>JOINT/MULTI AGENCY APPLICATIONS ONLY</b>		
Partnership History	5	<b>5</b>
Rationale for partnership	6	<b>5</b>
Division of labor	7	<b>5</b>
Anticipated Challenges	8	<b>5</b>
Experience with partnerships	9	<b>5</b>
Proposal Quality Review Item	Part 2 Program Narrative(s)	Point Value
Need for Program	1A	<b>5</b>
Program Goal Statement	1B	
Program Summary	1C	
Proposed Participant Population	2A	<b>10</b>
2022 Participant Demographics	2B	
Language Access and Cultural Relevance	2C	
Recruitment, Engagement, Intake and Assessment	2D	
Activities	3A	<b>15</b>
Program Schedule	3B	
Family Engagement	4A	<b>10</b>
Neighborhood/Community Engagement	4B	
Collaboration and Coordination	4C	<b>10</b>
Resource Linkage	4D	

Outputs – unduplicated participants and program hours	5A	<b>10</b>
Program Outcomes	5B	
Data Tracking	5C	
Program Location	6A	<b>15</b>
Equity Priority Area Alignment	6B	
Program Staffing	7	<b>15</b>
Budget – Excel Workbook	<b>Budget</b>	
<b>TOTAL (Joint/Multi-Agency Applications)</b>		<b>140</b>
<b>TOTAL (Single Applications) *</b>		<b>115</b>

## SECTION 2: PROPOSAL SUBMISSION REQUIREMENTS

### 2.1 Response Format

Applicant agencies will utilize the provided application documents. The response to the RFP should be complete and comprehensive but succinct. Attachments or documents not specifically required should not be submitted. Proposals must be submitted by e-mail.

### 2.2 Letter of Intent and Application Workshop:

Applicants wishing to be considered for funding through the RFP process **must submit a [Letter of Intent form](#)** by **Monday, June 17th, 2024, 4:30 PM CST**, to [CDDapplications@cityofmadison.com](mailto:CDDapplications@cityofmadison.com)

Applicants are required to attend an RFP Workshop, or schedule a conversation with City staff ([Yolanda Shelton-Morris](#) or [Garrett Tusler](#)) about their proposals by **6/5/24** to be eligible to apply.

**Applications will NOT be accepted from entities that have not:**

- 1) Submitted a Letter of Intent form; and**
- 2) Attended a workshop or consulted with staff on their proposals.**

Contracts awarded through this RFP process will take effect beginning January 1, 2025, and may be extended annually through December 31, 2028, pending the availability of funding in future City operating budgets and satisfactory completion of contract goals.

### 2.3 Required Information and Content of Proposals

Please include only the required submittals specified below. Additional materials will not be accepted.

- Part 1 - Organization Narrative Form
- Part 2 - Program Narrative Form
- Part 3 - Budget workbook
  - Budget Narrative Form – Joint/Multi-Agency applications only
- Letters of Commitment
  - Agencies listing a primary partner/collaborator in addition to any joint/partner applicant (See Program Narrative – Question 4c) for their program should include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Fiscal Agent Form - Complete the form (if applicable).

All RFP application forms are available on the [Community Development Division's website](#).

### 2.4 Application:

All documents-related information including the required application forms, additional information on contracting requirements, and updated timelines are available on the [City of Madison Community Development Division Funding Opportunities website](#). If an applicant is not a 501c(3) organization it must identify a fiscal agent with which it will partner and complete and submit the [Fiscal Agent form](#) with their applications materials by the application due date. Fiscal agents will be required to meet with City staff. Please note, any written materials, including letters of support, brochures, pictures, or other materials not specifically requested in the application

form will not be included in information given to reviewers or committee members, or considered in the evaluation of proposals.

Submit your proposal to by **4:30 p.m. on Monday, July 1st, 2024**. Please note, **proposals are time stamped electronically as they are received, not when they are sent. Proposals received after the deadline will not be considered.**

## 2.5 Eligibility and Collaborative Proposals:

### 1. Applicant

Eligibility is open to non-profit organizations and agencies that have obtained tax-exempt status under 26 USC 501(c)(3) OR groups that can secure, as fiscal agents, organizations that have obtained such status. Fiscal Agent information is available on the [City of Madison Community Development Division Funding Opportunities website](#). Organizations that are identified to serve as Fiscal Agents on behalf of applicants will be asked to indicate their understanding of the City's expectations and agreement to act on the applicant's behalf.

### 2. Eligible Expenses

Eligible expenses include personnel, program/project supplies, space and special costs. No more than 20% of grant funds may be applied to overhead or administrative costs. In awarding grants, the City may identify specific uses for allocations. Capital expenses related to the purchase of vehicles or property are not eligible. All awarded funds must be utilized in the timeline outlined in resultant contracts. Expenses not incurred by the contract end date will not be reimbursed. Funds are available to only support programs, projects, or activities that will entirely, or primarily, benefit residents in the City of Madison.

### 3. Collaborative Proposals

Joint proposals that request funding for multiple agencies participating in a collaborative effort are encouraged. Community partners named in any collaboration must provide a letter of support detailing roles and responsibilities. Joint proposals are appropriate when:

- Joint funding would increase program capacity or enable the existence of a program that would not otherwise be possible due to cost burden, staffing capacity, access to participants, or another similar reason.
- Joint funding will reduce administrative burdens for involved agencies.
- Joint funding strengthens the collaboration of agencies involved, the neighborhood, community, or connections between partners.

## 2.6 Contract and Reporting:

All allocated funds will be administered through the City of Madison, Community Development Division. Funded agencies will be required to submit a final program and expense report. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. City purchases of service contracts include requirements regarding nondiscrimination, consideration of vulnerable populations, Affirmative Action, and mandatory insurance coverage. If you have any questions about these requirements, please contact the Community Development Division at 266-6520.

## SECTION 3: GENERAL RFP ADMINISTRATIVE INFORMATION

### 3.1. Point of Contact

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

Yolanda Shelton-Morris, Community Resources Manager

Email: [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

Garrett Tusler, Community Development Specialist

Email: [gtusler@cityofmadison.com](mailto:gtusler@cityofmadison.com)

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.

### 3.2. Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the Department's website, [CDD Funding Opportunities](#). Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder's own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements of the contract.

### 3.3. Contracting Agency

City of Madison Community Development Division will administer the contract resulting from this RFP.

### 3.4. Addenda / Official Communication

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [Community Development Division Funding Opportunities website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly



monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

### **3.5. Oral Presentations / Site Visits / Pre-Bid Meetings**

Proposers may be asked to attend pre-bid meetings, make oral presentations, or make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

### **3.6. Acceptance/Rejection of Proposals**

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).
2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

### **3.7. Incurring Costs**

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

### **3.8. Proposer Qualifications**

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

### **3.9. Proposal Content**

The required proposal documents are outlined in section 2.2 of this document. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, and letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

### 3.10. Withdrawal or Revision of Proposals

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.
2. Proposals may not be modified or altered after the deadline.

### 3.11. Sample Contract Documents

A sample CDD Purchase of service Contract is available on the [CDD Funding Opportunities website](#).

### 3.12. Designation of Proprietary Information

Proposers are hereby notified that all information submitted in response to this RFP may be accessible to the public through the Community Development Division website and/or made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.
2. Requests shall use the following process:
  - Email or phone the RFP contact to discuss your concern.
  - Any information to be considered confidential or proprietary must clearly be stated.
  - Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.
  - Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.
3. Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.
4. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However, the City cannot ensure that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.
5. The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of

confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs, damages and fees, including attorney's fees, awarded to the requestor and ordered to be paid by the City, in any such legal action.

6. To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

### **3.13. Contract for Purchase of Services**

Proposers are responsible for reviewing contract for purchase of services prior to submission of their bid. A sample Contract for Purchase of Services shall serve as the basis of the contract resulting from this RFP and is available on our [Contract Requirements](#) web page. The terms of described on this website shall become contractual obligations following award of the RFP. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms.

### **3.14. City of Madison Additional Standard Terms and Conditions**

Proposers are responsible for requesting and any potential Additional Standard Terms and Conditions prior to submission of their proposal. City of Madison Additional Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

### **3.15. Proposal Evaluation and Award**

1. **PRELIMINARY EVALUATION**  
Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined nonresponsive and removed from further consideration. To be considered complete, RFPs shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.
2. **PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS**  
City staff and the designated RFP review group will make recommendations to the Common Council following the evaluation of the proposals which may include presentations, site visits and interviews, if deemed necessary, with some or all of the proposers. However, the City may make preliminary selection(s) on the basis of the original proposals only, without negotiation, interviews and/or site visits with any proposers. If presentations, interviews and/or site visits are conducted, the RFP review group may choose to assign additional points for these processes or re-evaluate, re-rate and/or re-rank the finalists' proposals based upon the written documents submitted and any clarifications offered in the interviews.

3. **BEST AND FINAL OFFER**

The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria, scored and ranked. The City reserves the right to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.
4. **CLARIFICATION OF PROPOSALS**

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.
5. **PRICE AND/OR COST ANALYSIS**

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.
6. **NEGOTIATION**

The City reserves the right to negotiate final fees and scope of services with the selected Contractor.
7. **PROCESS**

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.
8. **COMMUNICATION WITH SELECTION COMMITTEE**

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.
9. **RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS**

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.