

REQUEST FOR PROPOSAL

2026-RFP-066

OPERATION OF A SENIOR SERVICE CENTER AND RELATED ACTIVITIES



City of Clearlake
14050 Olympic Drive
Clearlake, CA 95422

RELEASE DATE: September 16, 2026

DEADLINE FOR QUESTIONS: October 7, 2026

RESPONSE DEADLINE: October 21, 2026, 5:00 pm

RESPONSES MUST BE SUBMITTED ELECTRONICALLY TO:

<https://secure.procurenow.com/portal/clearlake>

City of Clearlake
REQUEST FOR PROPOSAL

Operation of a Senior Service Center and Related Activities

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A - Draft Lease

1. Background and Introduction

1.1. Summary

The City of Clearlake ("City") is requesting proposals from qualified firms ("Proposers") for Operation of a Senior Service Center and Related Activities ("Services") to establish a Lease Agreement ("Agreement").

To serve and promote the welfare of its residents, the City intends to procure the Services, as described below.

The selected Contractor will deliver high-quality home-delivered meal services (Meals on Wheels), daily congregate nutrition programs, and a diverse range of social, educational, physical, and recreational activities tailored to older adults (aged 60 and older). The goal is to promote independence, health, wellness, and social connectedness among community seniors while maintaining full compliance with federal Older Americans Act (OAA) standards, state Area Agency on Aging (AAA) guidelines, and local health regulations.

1.2. Background

The City of Clearlake ("City") is issuing this Request for Proposals (RFP) to identify a qualified operator to manage the Clearlake Senior/Community Center and provide comprehensive, high-quality services for local senior citizens.

Our Commitment to Senior Services

The City deeply values the essential role the Clearlake Senior/Community Center plays in the daily lives of local seniors. The primary goal of this competitive solicitation is to maintain and strengthen dependable senior services—ensuring access to vital nutrition, engaging programs, recreational and social activities, and supportive wellness resources. The City is committed to keeping the facility a welcoming, active, safe, and sustainable gathering place dedicated to enhancing the health, independence, and quality of life for our older adult community.

Context & Purpose of the RFP

The Senior/Community Center is a City-owned public facility and a major civic asset. For many years, the City has contracted with the Highlands Senior Service Center, a nonprofit entity, to operate the facility under an agreement last approved in 2011. The City recognizes and values this longstanding service, as well as the dedicated staff, volunteers, and community supporters who have supported local seniors over the years.

After 15 years under the existing agreement, the City is conducting an open, competitive RFP process as part of its responsibility to periodically review public contracts, evaluate current and future service models, and ensure the facility delivers the greatest possible community benefit. This process is not a discontinuation or reduction of senior services; rather, senior programming and nutrition remain the central priority.

Vision for the Facility

Through this solicitation, the City seeks to establish clear operational expectations, encourage innovative programming partnerships, and maintain robust senior services while maximizing the building's broader public benefit. The selected Contractor will ensure dependable day-to-day senior center operations while accommodating complementary community uses—such as civic gatherings, educational workshops, nonprofit activities, and public rentals—without compromising core senior programs.

1.3. Contact Information

Alan Flora

City Manager

Email: aflora@clearlake.ca.us

Phone: [\(707\) 994-8201](tel:(707)994-8201)

Department:

City Manager

Department Head:

Alan Flora

City Manager

1.4. Timeline

The above scheduled dates are tentative and City retains the sole discretion to adjust the above schedule. Nothing set forth herein shall be deemed to bind City to award a contract for the Services and City retains the sole discretion to cancel or modify any part of or all of this RFP at any time.

Release of Request for Proposal	September 16, 2026
Pre-Proposal Meeting (Mandatory)	October 6, 2026, 4:00pm 3245 Bowers Avenue, Clearlake 95422
Last Day to Submit Questions for Clarification	October 7, 2026, 5:00pm
Clarifications Issued by City on or before	October 14, 2026, 5:00pm

Deadline for Receipt of Proposals submitted on or before	October 21, 2026, 5:00pm
Contractor Selection Date (tentative)	November 19, 2026

2. Notice Inviting Proposals

2.1. NOTICE

RFP No.:2026-RFP-066

Project Title:Operation of a Senior Service Center and Related Activities

Project No. (if applicable):N/A

PUBLIC NOTICE IS HEREBY GIVEN that proposals will be received by the City of Clearlake ("City") electronically through the City of Clearlake's ("City") electronic bidding website ("OpenGov Procurement"), until 5:00 pm, Wednesday, October 21, 2026. Proposals may not be submitted by fax, email, telephone, mail, hand delivery, or other means; any proposals received through any means other than OpenGov Procurement will be returned to the proposer unopened.

The City is requesting proposals to provide: The City of Clearlake ("Agency") is issuing this Request for Proposals (RFP) to solicit proposals from qualified organizations or contractors ("Contractor") to operate, manage, and provide comprehensive programming for the Clearlake Senior/Community Center ("Center").

The award of this contract is subject to available budget adequate to carry out the provisions of the proposed Agreement including the identified scope of work. The City reserves the right to reject any or all proposals determined not to be in the best interest of the City.

The City of Clearlake is committed to inclusion and diversity and welcomes proposals and bids from contractors, consultants, and vendors of all faiths, creeds, ancestries, and ethnicities without regard to disability, gender identity, sexual orientation, or immigration status. The City condemns and will not tolerate prejudice, racism, bigotry, hatred, bullying, or violence towards any group within or outside of our community.

2.2. SCOPE OF SERVICES

The Services sought under this Request for Proposals ("RFP") are set forth in more detail in the Scope of Services Section, incorporated herein by this reference. Notwithstanding the inclusion of such Services in the Scope of Services Section, the final scope of Services negotiated between City and the successful Proposer shall be set forth in the Professional Services Agreement ("Agreement") executed by and between City and the successful Proposer. A copy of the Agreement is attached, and incorporated herein by this reference.

2.3. REGISTRATION

Interested proposers may register as vendors and download the Request for Proposals ("RFP"). To register, visit the City's electronic bidding website, [OpenGov Procurement](#), and proceed to "Subscribe" as a vendor with the City to receive new project notifications. Interested proposers may "Follow" the RFP to view and/or download the RFP details, receive addenda alerts and notices, and draft and submit a response.

2.4. [PRE-PROPOSAL MEETING](#)

For this RFP, there is **no** pre-proposal meeting.

3. Requests for Clarification

All questions, requests for interpretations or clarifications, either administrative or technical must be requested in writing VIA THE "Q&A" tab through the City's online bid management provider (["OpenGov-Procurement"](#)).

All written questions, if answered, will be answered in writing, conveyed to all interested firms, and posted through [OpenGov-Procurement](#). Oral statements regarding this RFP by any persons should be considered unverified information unless confirmed in writing. To ensure a response, questions must be received in writing by 5:00 pm (local time) on Wednesday, October 7, 2026.

4. Content and Format of Proposal

4.1. Type your Legal Company Name Here*

State your Company's Name Here. This will be verified against the California Secretary of State's Website.

*Response required

4.2. Proposal (WITHOUT COST)*

Proposals shall be concise, well organized and demonstrate qualifications and applicable experience. Proposals shall be organized, and include page numbers for all pages in the proposal. The proposal shall be uploaded here, in the following order and shall include:

A. Cover Letter

1. This letter should briefly introduce the firm, summarize the firm's general qualifications, include an executive summary of the specific approach which will be used to deliver the work scope; and identify the individual(s) name, address and phone number authorized to negotiate Agreement terms and compensation.

B. Experience and Technical Competence

1. **Background:** Provide history of the firm's consulting experience which specifically addresses the individual or firm's experience with similar Service as described in this RFP.
2. **References:** The proposal shall include a list of recently completed projects that are similar in scope and function to this RFP. Provide a description of the project, client name, and the name, title, and telephone number of the primary contact person.

C. Firm Staffing and Key Personnel

1. **Staffing:** Provide the number of staff to be assigned to perform the Services and the names/discipline/job title of each as well as your firm's capacity to provide additional personnel as needed.
2. **Key Personnel:** Identify key persons that will be principally responsible for working with the City. Indicate the role and responsibility of each individual.
3. **Team Organization:** Describe proposed team organization, including identification and responsibilities of key personnel.
4. **Subcontractors:** The Proposer shall identify functions that are likely to be subcontracted and identify the subcontractor that is anticipated to perform each function.

D. Proposed Method to Accomplish the Work

1. Describe the technical and management approach to providing the Services to the City. Proposer should take into account the scope of the Services, and general functions required. Include a draft first year schedule of tasks, milestones, and deliverables that will provide for timely provision of the Services. In reviewing the scope of Services and goals described herein, the Proposer may identify additional necessary tasks and is invited to bring these to the City's attention within the discussion of its proposed method to accomplish the work.

*Response required

4.3. Non-Collusion Declaration*

The undersigned declares:

I am an authorized representative of my company, the party making the foregoing Proposal, to certify the following.

The Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The Proposal is genuine and not collusive or sham. The Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal. The Proposer has not directly or indirectly colluded, conspired, connived, or agreed with any Proposer or anyone else to put in a sham proposal, or to refrain from proposing. The Proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the Proposal of the Proposer or any other Proposer, or to fix any element of the Proposal, or of that of any other Proposer. All statements contained in the Proposal are true. The Proposer has not, directly or indirectly, submitted his or her Proposal or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, or to any member or agent thereof to effectuate a collusive or sham proposal, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a Proposer that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the Proposer.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

☐ Please confirm

*Response required

4.4. [Litigation*](#)

Provide litigation history for any claims filed by your firm or against your firm related to the provision of Services in the last five (5) years (or type "**N/A**").

*Response required

4.5. [Changes to Agreement*](#)

The City standard professional services agreement contract is included as an attachment herein. The Proposer shall identify any objections to and/or request changes to the standard contract language in this section of the proposal (or type "**N/A**"). If you are identifying changes here **ALSO** upload a copy of the redlined Language/Agreement with your Proposal. Changes requested may effect theCity's decision to enter into an Agreement.

*Response required

4.6. [No Deviations from the RFP*](#)

In submitting a proposal in response to this RFP, Proposer is certifying that it takes no exceptions to this RFP including, but not limited to, the Agreement. If any exceptions are taken, such exceptions must be clearly noted here, and may be reason for rejection of the proposal. As such, Proposer is directed to carefully review the proposed Agreement and, in particular, the insurance and indemnification provisions therein (or type "**N/A**").

*Response required

4.7. [Project Team Resumes*](#)

Submit resumes of all key personnel/support staff that will produce work product for the Services. Describe their qualifications, education, and professional licensing.

*Response required

4.8. [Certification of Proposal: The undersigned hereby submits its proposal and, by doing so, agrees to furnish services in accordance with the Request for Proposal \(RFP\), and to be bound by the terms and conditions of the RFP.*](#)

☐ Please confirm

*Response required

5. Evaluation Criteria

The City will evaluate proposals based on the following criteria:

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	Clarity and conformance of proposal to the RFP	0-5 Points	10 <i>(10% of Total)</i>
2.	Content of the proposal, including the work plan	0-5 Points	25 <i>(25% of Total)</i>
3.	Proposer's experience and performance	0-5 Points	35 <i>(35% of Total)</i>
4.	Team members' experience and performance	0-5 Points	10 <i>(10% of Total)</i>
5.	Comments by references	0-5 Points	5 <i>(5% of Total)</i>
6.	Fee proposal	0-5 Points	15 <i>(15% of Total)</i>

6. Selection Process

- A. During the evaluation process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarifications from Proposers, or to allow corrections of errors or omissions.
- B. It is the City's intent to select a Proposer best evidencing demonstrated competence and professional qualification to perform the Services. The City reserves the right to reject all proposals, select by proposal review only or interview as needed. Certain Proposers may be selected to make a brief presentation and oral interview after which a final selection will be made. The successful Proposer will be selected on the basis of information provided in the RFP, in-person presentations, and the results of the City's research and investigation. Upon selection of a Proposer, the City will endeavor to negotiate a mutually agreeable Lease Agreement with the selected Proposer. In the event that the City is unable to reach Agreement, the City will proceed, at its sole discretion, to negotiate with the next Proposer selected by the City. The City reserves the right to contract for services in the manner that most benefits the City including awarding more than one contract if desired.
- C. After negotiating a proposed Agreement that is fair and reasonable, City staff will make the final recommendation to the City Council concerning the proposed Agreement. The City Council has the final authority to approve or reject the Agreement.

7. Protests

7.1. Protest Contents

Protests based on the content of the RFP shall be submitted to the office of **the City Clerk's office located at 14050 Olympic Drive, Clearlake, CA 95422** no later than ten (10) calendar days prior to the scheduled proposal submittal deadline. If necessary, the proposal submittal deadline may be extended pending a resolution of the protest. Proposer may protest a contract award if the Proposer believes that the award was inconsistent with **City policy** or this RFP is not in compliance with law. A protest must be filed in writing with the **City Clerk's office** (email is not acceptable) within five (5) business days after receipt of notification of the contract award. Any protest submitted after 5 pm of the fifth business day after notification of the contract award will be rejected by the City as invalid and the Proposer's failure to timely file a protest will waive the Proposer's right to protest the contract award. The Proposer's protest must include supporting documentation, legal authorities in support of the grounds for the protest and the name, address and telephone number of the person representing the Proposer for purposes of the protest. Any matters not set forth in the protest shall be deemed waived.

7.2. Agency Review

The City will review and evaluate the basis of the protest provided the protest is filed in strict conformity with the foregoing. The City shall provide the Proposer submitting the protest with a written statement concurring with or denying the protest. Action by the City relative to the protest will be final and not subject to appeal or reconsideration. The procedure and time limits set forth in this section are mandatory and are the Proposer's sole and exclusive remedy in the event of protest. Failure to comply with these procedures will constitute a waiver of any right to further pursue the protest, including filing a Government Code claim or legal proceedings.

8. Submittal Requirements

8.1. General

It is strongly recommended that the Proposer submit proposals in the format identified in this RFP to allow the City to fully evaluate and compare the proposal. All requirements and questions in the RFP should be addressed and all requested data shall be supplied. The City reserves the right to request additional information which, in the City's opinion, is necessary to assure that the Proposer's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the Agreement.

8.2. Preparation

Proposals should be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Responses should emphasize the Proposer's demonstrated capability to perform the Services. Expensive bindings and promotional materials, etc., are not necessary or desired. However, technical literature that supports the approach to providing the Services and work plan should be forwarded as part of the proposal. Emphasis should be concentrated on completeness, approach to the work and clarity of proposal.

8.3. Site Examination

Proposers may visit the City and its physical facilities to determine the local conditions which may in any way affect the performance of the work; familiarize themselves with all federal, state and local laws, ordinances, rules, regulations, and codes affecting the performance of the work; make such investigations, as it may deem necessary for performance of the Services at its proposal price within the terms of the Agreement; and correlate its observations, investigations, and determinations with the requirements of the Agreement.

8.4. Authorization

The proposal shall be signed by an individual, partner, officer or officers authorized to execute legal documents on behalf of the Proposer.

8.5. Confidentiality of Proposal

Proposals submitted in response to this RFP shall be held confidential by City and shall not be subject to disclosure under the California Public Records Act (Cal. Government Code section 6250 et seq.) until after either City and the successful Proposer have completed negotiations and entered into an Agreement or City has rejected all proposals. All correspondence with the City including responses to this RFP will become the exclusive property of the City and will become public records under the California Public Records Act. The City will have no liability to the Proposer or other party as a result of any public disclosure of any proposal or the Agreement.

If a Proposer desires to exclude a portion of its proposal from disclosure under the California Public Records Act, the Proposer must mark it as such and state the specific provision in the California Public Records Act which provides the exemption as well as the factual basis for claiming the exemption. For example, if a Proposer submits trade secret information, the Proposer must plainly mark the information as "Trade Secret" and refer to the appropriate section of the California Public Records Act which provides the exemption as well as the factual basis for claiming the exemption. If a request is made for information marked "Confidential", "Trade Secret" or "Proprietary" ("Proprietary Information"), the City will provide Proposers who submitted the information with reasonable notice to seek protection from disclosure by a court of competent jurisdiction. Proposer shall have five (5) working days after receipt of such notice to give City written notice of Proposer's objection to the City's release of Proprietary Information. Proposer shall indemnify, defend and hold harmless the City, and its officers, directors, employees, and agents from and against all liability, loss, cost or expense (including attorney's fees) arising out of a legal action brought to compel the release of Proprietary Information.

Proposals which indiscriminately identify all or most of the proposal as exempt from disclosure without justification may be deemed unresponsive and disqualified from further participation in this RFP.

8.6. Submittal Instructions

The proposal must be received no later than 5:00 pm, on or before Wednesday, October 21, 2026 through the City's electronic bidding system, OpenGov Procurement. It is solely the responsibility of Proposer to see that its proposal is properly submitted in [#Content and Format of Proposal](#) in proper form and prior to the stated closing time. The City's electronic bidding system will not accept late proposals. The City will only consider proposals that have transmitted successfully and have been sent an email with a time stamp from the City's electronic bidding system indicating that the proposal was submitted successfully. Proposers shall be solely responsible for informing themselves with respect to the proper utilization of the City's electronic bidding system, ensuring the capability of their computer system to upload the required documents, and the stability of their internet service. Failure of the Proposer to successfully submit an electronic proposal shall be at the Proposer's sole risk, and no relief will be given for late and/or improperly submitted proposals.

In the event a Proposer is unable to submit a timely response in accordance with the instructions herein due to personal or company internet or hardware limitations, settings or restrictions, internet speed, power outage, network connection, or use of a malfunctioning electronic device, or the like, neither the City, nor the Software Administrator, will be held responsible. Proposers shall be solely responsible for ensuring the capability of their computer system while responding to this solicitation, and for the stability of their internet service. Uploading large documents may take significant time depending on the size of the file(s) and the Internet connection speed that the Proposer representative is using to submit a response.

Failure of the Proposer to successfully submit an electronic Proposal before the deadline indicated herein shall be at the Proposer's sole risk, and no relief will be given for late and/or improperly submitted Proposals.

Proposers experiencing any technical difficulties with the proposal submission process may contact OpenGov Procurement Support using the instant help chat function (located at the bottom right of the screen while on the website) during business hours, or by emailing support@procurenw.com. Neither the City nor OpenGov Procurement make any guarantee as to the timely availability of assistance or assurance that any given problem will be resolved by the proposal submission date and/or time.

9. General Conditions

9.1. Amendments to RFP

The City reserves the right to amend the RFP or issue to all Proposers addenda to answer questions for clarification.

9.2. Amendments to Proposals

Unless specifically requested by the City, no amendment, addendum or modification will be accepted after a proposal has been submitted to City. If a change to a proposal that has been submitted is desired, the submitted proposal must be withdrawn and the replacement proposal submitted prior to the deadline stated herein for receiving proposals.

9.3. Non-Responsive Proposals

A proposal may be considered non-responsive if conditional, incomplete, or if it contains alterations of form, additions not called for, or other irregularities that may constitute a material change to the proposal.

9.4. Costs for Preparing

The City will not compensate any Proposer for the cost of preparing any proposal, and all materials submitted with a proposal shall become the property of the City. The City will retain all proposals submitted and may use any idea in a proposal regardless of whether that proposal is selected.

9.5. Cancellation of RFP

City reserves the right to cancel this RFP at any time prior to contract award without obligation in any manner for proposal preparation, interview, fee negotiation or other marketing costs associated with this RFP.

9.6. Price Validity

Prices provided by Proposers in response to this RFP are valid for 90 days from the proposal due date. The City intends to award the contract within this time but may request an extension from the Proposers to hold pricing, until negotiations are complete and the contract is awarded.

9.7. No Commitment to Award

Issuance of this RFP and receipt of proposals does not commit the City to award a contract. City expressly reserves the right to postpone the proposal for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with more than one Proposer concurrently, or to cancel all or part of this RFP.

9.8. [Right to Negotiate and/or Reject Proposals](#)

City reserves the right to negotiate any price or provision, task order or service, accept any part or all of any proposals, waive any irregularities, and to reject any and all, or parts of any and all proposals, whenever, in the sole opinion of City, such action shall serve its best interests and those of the tax-paying public. The Agreement, if any is awarded, will go to the Proposer whose proposal best meets City's requirements.

9.9. [Non-Discrimination](#)

The City does not discriminate on the basis of race, color, national origin, religion, age, ancestry, medical condition, disability or gender in consideration for an award of contract.

10. Scope of Services

10.1. [General Operations & Facility Management](#)

1. Hours and Schedule

- **Facility Operations:** The Center shall operate Monday through Friday, from 8:00 AM to 4:00 PM, excluding Agency-recognized holidays.
- **Meal Services:** Congregate meals shall be served daily between 11:30 AM and 12:30 PM. Home-delivered meals shall be dispatched for arrival between 10:30 AM and 1:30 PM.
- **Public Rental Facilities and Space Usage:** Contractor acknowledges that the Agency may periodically rent portions of the Senior Center to the public outside of facility operations hours. Public rentals are limited to the main dining hall, auxiliary room, restrooms, and kitchen facilities. Public use shall not extend to Contractor-owned property, including kitchenware, supplies, and designated administrative/office spaces.

2. Facility & Inventory Responsibilities

- **Agency Responsibilities:** The Agency provides the building structure, primary HVAC systems, major utility hookups, and primary parking facilities.
- **Contractor Responsibilities:**
 - Day-to-day janitorial service, sanitation, routine interior maintenance, and securing the building daily.
 - Management, cleaning, and maintenance of all kitchen equipment, meal packing supplies, activity rooms, and vehicles.
 - Maintenance of an up-to-date inventory log of all Agency-owned equipment, furniture, and supplies.

10.2. [Senior Nutrition Services \(Meals on Wheels & Congregate Meals\)](#)

1. Standards & Compliance

All meals served or delivered must provide a minimum of one-third (33.3%) of the Dietary Reference Intakes (DRI) for older adults as established by the Food and Nutrition Board of the National Academies of Sciences, and adhere to the latest *Dietary Guidelines for Americans*. Menus must be reviewed and certified annually by a Registered Dietitian (RD).

2. Home Delivered Meals

- **Delivery Schedule:** Deliver nutritionally balanced hot or frozen meals 5 days per week to homebound seniors qualified under OAA Title III-C2 guidelines.
- **Packaging & Safety:** Meals must be packed in insulated, heavy-duty transport containers (e.g., Cambros) to maintain food temperature compliance (hot foods at 140 degrees F; cold foods at 41 degrees F) through final delivery.
- **Wellness Checks ("More than a Meal"):** Drivers must conduct a quick face-to-face visual wellness check during every delivery.
 - *Emergency Protocol:* Contractor must establish a strict protocol for unaddressed drop-offs or non-responsive seniors, including emergency contact notification and dispatching local non-emergency responders if needed.
- **Emergency/Shelf-Stable Meals:** Contractor must provide a minimum of 3 to 5 shelf-stable meals to all homebound clients prior to severe weather seasons.

3. Congregate Meal Program

- **Operations:** Serve hot, nutritious daily lunches in a family or buffet-style setting to promote social interaction.
- **Inclusivity & Dietary Needs:** Provide options that account for common dietary restrictions (low sodium, diabetic-friendly, texture-modified) and culturally relevant preferences.
- **Voluntary Contributions:** Administer a confidential voluntary donation/contribution system compliant with OAA regulations. No eligible senior shall be turned away due to an inability to contribute.

10.3. [Senior Citizen Activities & Enrichment Programming](#)

The Contractor shall design, schedule, and execute a balanced monthly calendar of activities aimed at reducing isolation and promoting physical, cognitive, and emotional well-being.

1. Program Categories

- **Health, Fitness & Wellness:** Evidence-based physical activity classes (e.g., chair yoga, Tai Chi, fall prevention, low-impact aerobics), blood pressure screenings, and quarterly health education workshops.
- **Social & Recreational:** Card games, bingo, craft workshops, social dances, holiday celebrations, and intergenerational events.

- **Lifelong Learning & Technology:** Digital literacy classes (smartphones, tablets, cyber-safety), guest speaker series, creative writing, and financial safety/fraud prevention seminars.
- **Support & Information Services:** Assistance with senior benefits enrollment, Medicare/health insurance counseling referrals, support groups (e.g., grief, caregiver support), and transportation assistance coordination.

2. Marketing & Community Outreach

- Publish and distribute a monthly physical and digital newsletter/activity calendar by the 25th of each preceding month.
- Perform active community outreach to engage underrepresented, low-income, and geographically isolated seniors in the service area.

10.4. [Staffing, Volunteer Management & Safety](#)

1. Key Personnel & Staffing Standards

- Maintain sufficient, qualified professional staff, including a **Senior Center Director/Site Manager, Food Service Manager** (ServSafe certified), and **Volunteer/Activities Coordinator**.
- **Background Checks:** Mandate comprehensive background checks, fingerprinting (LiveScan), and TB testing for all paid employees and volunteers who interact with clients or drive delivery vehicles.

2. Volunteer Program Management

- Recruit, screen, train, and manage a team of community volunteers to support Meals on Wheels drivers, kitchen aides, activity instructors, and front-desk greeters.
- Host an annual Volunteer Appreciation event to maintain high retention rates.

10.5. [Performance Metrics, Data & Reporting](#)

The Contractor shall maintain an electronic data management system compliant with local AAA and state reporting requirements.

Required Monthly Reports (Due by the 10th of each following month):

- **Nutrition Metrics:** Total number of congregate meals served, home-delivered meals delivered, unduplicated seniors served, and cost-per-meal metrics.

- **Activity Metrics:** Program attendance counts, number of unique activity participants, and class frequencies.
- **Volunteer Data:** Total volunteer hours logged by category (kitchen, delivery, activities).
- **Participant Feedback:** Quarterly satisfaction survey results covering food quality, facility cleanliness, driver interactions, and activity variety.

10.6. [Deliverables & Implementation Schedule](#)

Phase / Milestone	Description	Target Completion
Transition Plan	Detailed plan for staff onboarding, facility intake, and client database transfer	Within 15 days of Contract Award
Initial Menu Approval	First quarter menu certified by a Registered Dietitian submitted for review	30 days prior to Service Start
Program Launch	Full assumption of Center operations, Meals on Wheels, and activity calendar	December 1, 2026
Monthly Reporting	Submission of operational data, nutrition logs, and financial reimbursement requests	Monthly (10th business day)
Annual Evaluation	Comprehensive operational report, financial audit, and annual client satisfaction review	Annually at month 11