



Calgary Homeless  
FOUNDATION

REQUEST FOR PROPOSALS (RFP)  
Program/System Performance  
Measurement Evaluation  
Ref: 19034

Closing Date: **January 18, 2019** Time: 12:00PM MST

Response Submission/Questions Contact:

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## 1.0 INTRODUCTION

The Calgary Homeless Foundation (“CHF”) is a not-for-profit that was founded in 1998 to unify efforts to end homelessness in Calgary through strategic and focused management of local resources. One body to lead and coordinate the efforts of organizations, agencies and government to boost the efficiency and effectiveness on the ground, here in our city. Our mission is to provide leadership in Calgary’s homeless-serving system of care to ensure it meets the needs of those who are homeless. We provide necessary backbone supports and act as a catalyst and enabler for service providers and systems to work collaboratively towards optimizing client success. Together, we will end homelessness in Calgary.

## 2.0 OPPORTUNITY INFORMATION/GOAL

**The Calgary Homeless Foundation (“CHF”) is currently conducting a selection process to retain an organization/individual consulting/evaluation firm to provide comprehensive Program/System Performance Measurement and Evaluation services as set out below.**

This RFP issued by CHF is an invitation to interested Applicants (eligible service providers) to submit a non-binding proposal for the provision of services. For greater clarity, any submitted proposal does not constitute a tender and does not represent an offer to create binding contractual relations upon the submission of any such proposal. Any proposal that is submitted through this opportunity is not irrevocable.

## 3.0 BACKGROUND

The Homeless Serving System of Care (HSSC) includes collaboration and integration with broader mainstream systems, community partners, all orders of government, philanthropists, faith communities and not-for profit organizations – essentially all touch points serving people who are experiencing homelessness. Rather than relying on an organization-organization, or program-by-program approach, system planning aims to develop a framework for the delivery of initiatives in a purposeful and strategic manner.

For CHF, being a System Planner also means being a funder of outcomes & impact. The CHF administers funding from the Provincial and Federal Governments, to support the work of the HSSC. In Calgary, homeless-serving system planning applies Housing First as a guiding philosophy and acts as a method of organizing and delivering services, housing and programs. The majority of funding is dedicated to delivering housing with supports programs, which are run by other not-for-profit housing agencies, whose goal is to expedite the end of homelessness in Calgary by providing housing and supports, and building independence for service recipients. CHF also funds support services, prevention programs and outreach teams. We work together closely with all levels of government, primary systems (health, justice, etc.) and fund programs from all sectors; adults, family and youth.

In support of these agencies and programs, CHF utilizes a spectrum of Program Performance Measurement tools including Key Performance Indicators (KPI), benchmarks, sector summary reports, financial and qualitative reporting, and program/site reviews. The role of each of these tools is to allow CHF and the programs/agencies to make better decisions, maximize impact and ultimately to enhance the lives of the service recipients. This includes funding decisions, resource allocation, and program operations. Much of the data that informs the Key Performance Indicators are retrieved from the Homeless Management Information System (HMIS) which is a sector wide data system that tracks service usage.

At this time, CHF is trying to review, enhance, and develop a robust Performance Measurement toolkit to not only support programs but to also drive system change.

#### 4.0 SCOPE OF WORK

Through this RFP, the CHF is looking to hire a professional consultant(s) or organization to assist in 3 key objectives:

1. Analyzing and evaluating the current Program/System Performance Measurement tools and framework to ensure best practice, efficacy, and appropriate impact;
2. Environment scan of other related/similar organizations on related work as a basis of comparison; and
3. Develop reporting based on the above to:
  - a. provide recommendations on quantitative & qualitative measures to help us answer the question: **How do we measure success?**
  - b. assist CHF on possible next steps in support of developing a new Performance Measurement framework
  - c. a summative as well as developmental approach would be appropriate

The key deliverables and activities are outlined below:

Deliverable	Proposed Activities
<b>Evaluation of Current Practice</b>	<ul style="list-style-type: none"> <li>• Program performance measurement philosophy evaluation</li> <li>• Institutional evaluation, understanding leadership, staff perspectives</li> <li>• Understanding of client perspectives – needs of the system of care (understanding current state of community)</li> <li>• Comprehensive review of current tools including KPI's/Benchmark/Sector Summary Report/Program Reviews/Reporting</li> </ul>
<b>Environmental Scan/Best Practice Scan</b>	<ul style="list-style-type: none"> <li>• Canada/US &amp; Global scan of practice for similar program and systems performance metrics</li> <li>• Primary data collection</li> <li>• Scan of other funders/foundations/non-profits</li> <li>• What are best practices for this type of work?</li> </ul>
<b>Recommendation Report for Next Steps</b>	<ul style="list-style-type: none"> <li>• Suggest Quantitative &amp; Qualitative measures for program and systems impact success</li> <li>• Recommendation report to CHF to support next steps (Phase II)</li> <li>• What is future state?</li> <li>• Future Evaluation Strategy/Plan Framework</li> <li>• Possible communication plan</li> </ul>

## Flexible Scope

As this is a Request for Proposal, in addition to the deliverables and activities outlined, CHF is looking to have the consultant/organization provide recommendation on deliverables/activities and approaches that may have been overlooked or not specifically outlined. **CHF will be relying on the expertise of the consultant(s)/organization to assist in developing a fulsome project plan moving forward. This should be demonstrated in Applicant's Proposals.**

## 5.0 OPPORTUNITY REQUIREMENTS

The consultant(s) or organization interested in this opportunity should have experience in the following areas:

- a) Expertise in Program Performance Measurement including best practice
- b) Expertise in institutional/program/system evaluation
- c) Demonstration of the above with reference to previous experience
- d) Non-profit experience is an asset
- e) Statistical literacy is an asset

### Mandatory Minimum Requirements

Applicants who do not meet these requirements will be disqualified:

Requirement	
M1	Application submitted prior to RFP deadline date
M2	Declaration, including Conflict of Interest declaration, has been completed and signed by the Proponent
M3	RFP Proposal Response Form fully complete in accordance to the instructions
M4	A list of previous related work and references provided

## 6.0 BUDGET

While CHF has set aside a budget for this project, it is intended that through this RFP a proposal most beneficial to achieve the goals in this RFP will be selected. Consequently, CHF is open to allocate the required resources in order to achieve the results identified by the successful proposal.

In other words, no budget is provided at this time as CHF does not want to limit the possibilities in potential proposals for this RFP. Proposed budgets should be able to scale accordingly, and Applicants should provide a line item budget (break out costs) in order to allow discretion on the project components. As a guideline, CHF would expect this work to be complete between 3 – 6 months.

## 7.0 WRITTEN PROPOSALS/PROCESS

Interested Applicants are asked to submit a proposal utilizing the RFP Proposal Response Form and must address the Scope of Work and Opportunity Requirements as outlined in this RFP and in the Proposal Response Form. They must include:

- 1) Contact Information including legal entity/name, mailing and email address;
- 2) outline how you will meet the key deliverables/scope of work, including timelines
- 3) detailed cost/fees (including a detailed budget specifying how much will be spent on travel, accommodation, community consultation and data gathering, analysis and writing, etc);
- 4) reference to experience related to performing the required tasks to complete this contract;
- 5) samples of previous work related to the scope of work outlined in this RFP; and
- 6) conflict of interest declaration signed by an authorized signatory (see RFP Appendix A).

To be accepted, proposals must be submitted via email to the contact listed on the title page by no later than the Closing Date and Time. Proposals received after the Closing Date and Time will not be accepted.

CHF has the right to reject any and all proposals at its sole discretion. Should you have any questions about this opportunity, its requirements, deliveries or regarding the proposal requirements, please contact the Contact noted above for clarification prior to submitting proposal. You are reminded that your proposal should be inclusive of all taxes, fees and permits, where applicable.

Proposal responses should be concise but thorough and ensure that each section is answered in its entirety. Attachments may be considered but only if they are relevant to the RFP and demonstrate previous related work & experience.

Proposals will be reviewed to determine which is most advantageous to the CHF, guided by the Scope of Work outlined above. Selected proposals moving forward in this RFP process may be invited to present in-person to the CHF, see Oral Presentations below.

Included in this RFP toolkit are the following documents:

- RFP
- Appendix A: Declaration Forms
- RFP Proposal Response Form

## 8.0 ORAL PRESENTATIONS / INTERVIEW

Along with providing a written proposal, respondents may be requested to provide an oral presentation, either via teleconference (skype) or in person on February 7, 2019. The duration of each presentation will be no longer than 20 minutes, including follow-up questions and answers. Should you be selected, please limit the number of your organization's participants in the oral presentation to no more than three.

## 9.0 VIDEO PRESENTATION (OPTIONAL)

In honor and acknowledgement of traditional knowledge and culture, CHF provides the opportunity to submit an oral presentation through video in support of the written application form. This video is only a supplement to the application form and should clarify any of responses to the questions asked in the RFP application.

The video must follow the following format:

- MP4 or WMP File format
- No longer than 5 minutes
- Submitted via email with a YouTube, Google Drive, OneDrive, Dropbox (or similar hosts) hyperlink and delivered to submission email prior to close of RFP

Production values are not evaluated. This is an **optional** process.

## 10.0 RFP Schedule

The CHF reserves the right to change the RFP schedule as needed.

RFPs Issued	December 13, 2018
Deadline for Questions	January 7, 2019
CHF Responses to Questions (Posted if Applicable)	January 11, 2019
<b>Deadline for Proposal Submission</b>	<b>January 18, 2019 @ 12:00 PM MST</b>
Notification to Applicants	January 31, 2019
Oral Presentation / Interview	February 7, 2019*
Notification of Award	February 22, 2019*
Project Start Date	March 1, 2019

\* Dates subject to change

## 11.0 CONFIDENTIALITY

By accepting to take part in this proposal process you agree to keep in confidence all information imparted to you in relation with the proposal process, not to disclose it to third parties and not to use it for any other purpose than for the proposal.

CHF will hold all information provided during the proposal process confidential, with the exception of queries made by proposing firms. CHF reserves the right to reasonably share queries and its responses with other participating organizations, if applicable.

## 12.0 EVALUATION

Applications will be reviewed on the basis of alignment with the goals of this RFP, experience, ability to perform the Scope of Work, and available dollars. The RFP proposal will be evaluated from both the written application and the oral presentation/interview by an evaluation panel.

### RFP Panel

The selection of Preferred Applicant(s) for the allocation of project funding will be undertaken by the RFP Panel (the “Panel”), who have signed a conflict of interest declaration. The Panel’s membership will include CHF staff and individuals with expertise in the RFP subject matter.

No officers, directors, board members or any employee of an Applicant will participate in the Panel.

The Panel may consult with others, including other CHF staff members, third-party consultants and references, as the Panel may in its discretion decide is required.

### Selection

The Panel will consider the Proposal and the Applicants’ responses during the presentation/interview to form its recommendation to the CHF for the Preferred Applicant(s).

Upon completion of the Proposal review and interview process, the Panel will deliberate and form a written recommendation to CHF for the selection of a Preferred Applicant(s).

The CHF will make a final decision on awarding contracts and shall negotiate terms of the contract with successful Applicants at its discretion.

### Disqualification of Applicants

At the sole discretion of the CHF, an Applicant may be disqualified and its Proposal(s) rejected if:

- a) the proposal is incomplete and/or missing information and/or contains out of date or incorrect information and/or has not followed the submission instructions in the RFP; or
- b) an Applicant, in the opinion of the CHF, is not qualified for the scope of work specified (minimum score); or
- c) an unsatisfactory performance record exists as shown by past or current work for CHF; or
- d) current commitments exist (CHF or otherwise), which might hinder or prevent the prompt completion of the work.

Should an Applicant be disqualified, no further obligation is required of the CHF, its staff or Board of Directors.

## 13.0 ADDITIONAL INFORMATION

Guiding documents and additional information is included with this RFP to assist your organization in developing a proposal.

### **Key Performance Indicators**

<http://calgaryhomeless.com/agencies/key-performance-indicators/>

<http://calgaryhomeless.com/info/research-blog/monitoring-program-performance-calgarys-homeless-serving-system-care/>

**Calgary HMIS System:**

<http://calgaryhomeless.com/agencies/hmis/>

**CHF System Planning Frameworks:**

CHF Singles System Planning Framework

[http://calgaryhomeless.com/content/uploads/SSPF\\_V116\\_2017-03-15.pdf](http://calgaryhomeless.com/content/uploads/SSPF_V116_2017-03-15.pdf)

CHF Family System Planning Framework

[http://calgaryhomeless.com/content/uploads/FSPF\\_V116\\_2017-03-15.pdf](http://calgaryhomeless.com/content/uploads/FSPF_V116_2017-03-15.pdf)

**Calgary Plans to End Homelessness:**

Calgary's Updated Plan to End Homelessness: People First in Housing First

<https://www.ihearthomeyc.com/calgarys-plan/>

Calgary Plan to Prevent and End Youth Homelessness – 2017 Refresh

<https://www.ihearthomeyc.com/youth-plan/>

Plan to End Aboriginal Homelessness in Calgary

<https://www.ihearthomeyc.com/aboriginal-plan/>

#### 14.0 PERIOD OF CONTRACT

Should the CHF select an Applicant through this RFP process to perform the work, a contract will be executed between CHF and the selected Organization/Individual.

The intended period of contract will be approximately: March 1, 2019 – September 30, 2019

#### 15.0 AMENDMENTS:

This section is reserved for Amendment descriptions.

Amendment # 1:

#### 16.0 THANK YOU

Thank you for your consideration of this Request for Proposal. Calgary Homeless Foundation is committed to working with the community to help all people find their way home.

Sincerely,

**Aaron Li**

Contracts & Procurement Advisor

Calgary Homeless Foundation

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## APPENDIX A: SELF DECLARATION

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A Bidder shall disclose any potential, actual or perceived conflicts of interest and existing business relationships it may have with the CHF, its elected or appointed officials, representatives, employees, funded agencies or funders.

A Bidder shall disclose any relationship between any Representative of the Bidder(s) and any Representative of CHF including where:

- (i) the Representative of the Bidder presently or previously serve(d) as a Representative of CHF;
- (ii) a Representative of the Bidder and a Representative of CHF are Family; or
- (iii) it is known that a Representative of the Bidder will become a Representative of CHF in the future; or
- (iv) It is known that a Representative of CHF will become a Representative of the Bidder in the future.

For the purposes of this Conflict of Interest declaration,

- (i) a "Representative" means an employee, director, officer, volunteer or contractor;
- (ii) "Family" means a spouse, common-law partner, domestic partner, child, grandchild, great grandchild, parent, parent-in-law, brother, sister, brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunt, uncle, great aunt, great uncle, cousin or second cousin and includes foster and step relationships for any of the above.

CHF may rely on such disclosure

- I/We declare no conflicts.
- I/We declare the following conflicts.

Where a conflict exists, at minimum two (2) members of CHF executive or board representatives will review declaration to determine if proposal shall be accepted or rejected.

**Name & Title (printed):** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_