



CSH CAPACITY BUILDING EVALUATION REQUEST FOR QUALIFICATIONS

I) Introduction

With generous support from the Conrad N. Hilton Foundation, CSH Los Angeles is launching and continuing several efforts aimed at increasing the supply and the quality of supportive housing throughout Los Angeles County. CSH is seeking qualified organizations to evaluate the impact of these efforts.

88 Communities Strong & Supportive Housing Laboratory Program Description

88 Communities Strong is an initiative to build on the assets, local capacity and creativity of five keys areas in Los Angeles County lacking access to supportive housing. The initiative includes needs assessment, technical assistance, training and grant making. At the heart of the initiative is the Supportive Housing Laboratory. The Supportive Housing Laboratory supports organizations to develop the capacity, internal infrastructure, resources, and sustainability to increase the supply of supportive housing in critical areas of Los Angeles County. The Supportive Housing Laboratory focuses on Service Planning Areas 1, 3, 6, 7, and 8 (not including the City of Long Beach). The Laboratory will also support providers to assess their portfolio to determine opportunities to increase the quality of their existing supportive housing and apply that knowledge to the supportive housing being developed in the areas identified above. The Supportive Housing Laboratory will combine grant awards, data collection and analysis of current housing portfolios, technical assistance, and a learning community to achieve these goals. The Supportive Housing Laboratory seeks to have new high-quality supportive housing in development in all of the identified service planning areas by the end of the initiative in April 2017.

A total of \$900,000 in grant funds will be awarded to four or five organizations. Each selected organization will be awarded a grant ranging from \$100,000 to \$200,000 over the two-year grant term to be used for internal infrastructure development activities that will lead to the capacity to develop increased supportive housing in targeted communities. The Supportive Housing Laboratory will also provide additional capacity building through a multi-year learning community. The grantees will convene quarterly as a group of practitioners who, while sharing the common concern of expanding supportive housing in challenging areas for housing production, will deepen their understanding of organizational capacity building by learning together as they pursue their individual work. **A third party evaluator retained by CSH through this RFQ will conduct the data collection and analysis of existing portfolios.**

About CSH

CSH transforms how communities use housing solutions to improve the lives of the most vulnerable people. We offer capital, expertise, information and innovation that allow our partners to use supportive housing to achieve stability, strength and success for the people in most need. CSH blends over 20 years of experience and dedication with a practical and entrepreneurial spirit, making us the source for housing solutions. CSH is an industry leader with national influence and deep connections in a growing number of local communities. We are headquartered in New York City with staff stationed in more than 20 locations around the country. Visit csh.org to learn how CSH has and can make a difference where you live.

II) Evaluation Goals/Scope of Services

This RFQ will be used to identify evaluation firms and/or academic institutions to conduct an evaluation to assess the impact of CSH's capacity building efforts in Los Angeles County, especially in the 88 Communities Strong target areas. The evaluator will work with CSH to articulate metrics of success for increasing quality supportive housing within the target areas. The evaluator will then measure and generate reports on the impact, if any, of CSH's capacity building efforts. The evaluator will be responsible for generating a report that covers all of CSH's capacity building efforts over the contract period, but the central focus of the evaluation is the SH Lab.

Ideal candidates will have familiarity with the following:

- Homeless Management Information System (HMIS) data as administered by the Los Angeles Homeless Services Authority (LAHSA)
- The United Way and LA Chamber of Commerce's Home for Good initiative (<http://www.unitedwayla.org/home-for-good/>), particularly the Standards of Excellence
- CSH's Dimensions of Quality (<http://www.csh.org/quality>)
- Principles of Housing First and related fidelity scales
- Assessments of non-profit capacity

Evaluation Tasks

- Prepare a detailed evaluation plan within 30 days of the contract period.
- The evaluator will collect and analyze data from agencies who participate in the SH Lab as well as data from a 2-3 agencies who do not participate in the SH Lab but who agree to supply data for purposes of creating a control group.
- The evaluator will be responsible for analyzing information from the following data sources, plus other sources as appropriate:
 - The Electronic Housing Inventory Chart (E-HIC) managed by LAHSA
 - Program-level HMIS data from participating agencies
 - Pre & post organizational assessments focused on measuring non-profit capacity
 - Supportive housing pipeline data
 - Supportive housing tenant survey and focus group data
- The evaluator will work with CSH Program Managers to conduct pre and post organizational assessments. CSH anticipates that CSH staff and the evaluator will work together to conduct interviews with SH Lab participants. CSH already has an assessment tool for the organizational assessment, but is willing to work with the evaluator to incorporate desired changes that the evaluator thinks will enhance the evaluation.
- Design and implement a survey tool to collect client feedback from tenants residing in PSH. Focus group data will be collected in collaboration with CSH's Community Advocates Project. CSH envisions current advocates (all of whom are current or former tenants of PSH) who are hired for this effort will facilitate focus groups with evaluation staff present to support and take notes.
- Using the Standards of Excellence as a basis, the evaluator will measure improvements (or lack thereof) within programs operated by SH Lab participating agencies as well as 2-3 agencies identified as a control group.
- The evaluator will work closely with CSH staff, including regular check-ins.
- The evaluator will generate an interim report by March 31, 2015.
- The evaluator will generate a final report by June 15, 2017.

Funds Available

This evaluation will be conducted in collaboration with CSH Program Managers leading capacity building efforts and with CSH's Community Advocates Project. Funding for the evaluation entity is up to \$300,000. CSH has separate, additional funding 1) to support the involvement of the Community Advocates, 2) to compensate tenants who participate in focus groups, and 3) to cover some data collection costs for control group agencies who are not participating the SH Lab. Funding will come from CSH with generous support from the Conrad N. Hilton Foundation. The actual amount paid to the contractor will depend on the final scope of services provided.

III) RFQ Submission Guidelines

Limit written response to 5 pages not including cover letter, resumes, references, or budget. Applicant Submission should include:

- a. Introduction
 - Provide a brief letter of introduction on organization/company letterhead that includes applicant name, primary contact, address, phone number and email address.
- b. Proposed Evaluation Activities
 - Describe proposed methodology and approach to the evaluation, including:
 - Methodological approach for measuring impact
 - Data collection strategies
 - Description of reports/deliverables
 - Identify any anticipated challenges to the implementation of the evaluation and strategies to mitigate those challenges.
 - Using SH Lab LOI timeline (see attached) as basis for the rollout of program activities, provide a detailed timeline for evaluation activities; include due dates for deliverables.
 - Describe staffing and oversight plan.
- c. Qualifications
 - Provide a description of prior experience that is
 - comparable in content (supportive housing, homelessness, capacity building);
 - scope of design (quantitative and qualitative research experience with program and system level data as well as focus groups conducted with vulnerable populations); and
 - focused on measuring non-profit agency capacity and/or supportive housing outcomes.
 - Provide documentation of the qualification and experience of the organization you represent and key evaluation staff; include C.V.s of key staff as an appendix.
 - Provide at least two names and contact information of individuals who can describe the capacity and experience of the applicant/organization related to evaluation projects of similar scope.
- d. Budget
 - Provide a budget which details specific evaluation activities and includes a rationale for all proposed fees and costs.

TIMELINE

RFQ Release Date	8 September 2014
Conference call/Q&A for potential proposers Call in: 866.840.0048 Code: 6699495	19 September 2014 @ 11 am PT
Questions from proposers due	19 September 2014 by 5 pm PT
Responses to questions from proposers released	23 September 2014
PROPOSALS DUE	7 October 2014 by 5 pm PT
Interview date for selected applicants	17 October 2014
Target date for evaluation contract to begin	7 November 2014
Interim report due	31 March 2015
Contract end date	15 June 2017

CSH prefers that all materials be submitted via email as a single PDF. Proposals should be emailed to Danielle Wildkress at Danielle.Wildkress@csh.org.

While less desirable, proposals may be hand delivered, mailed, or delivered by courier to the following address:

CSH
Attn: Danielle Wildkress
800 S. Figueroa Street, Suite 810
Los Angeles, CA 90017

IV) Selection Criteria/Process

All materials will be reviewed and evaluated by a selection committee consisting of CSH staff as well as representatives from Abt Associates, LAHSA, and the United Way of Greater Los Angeles.

Submissions will be evaluated using the following criteria and qualifications:

1. Demonstrated experience evaluating supportive housing programs and/or homeless systems.
2. Demonstrated experience evaluating non-profit capacity.
3. Demonstrated knowledge of HMIS, homeless and housing data, and the supportive housing industry.
4. Soundness of approach and degree to which proposed evaluation design and activities meets stated goals.
5. Experience reporting the results of program evaluation activities in a thorough, accessible, and usable format.
6. Management plan, staff availability, and readiness to proceed.
7. Budget feasibility.
8. Quality of references.

Conditions of Proposal Submission:

- Only one proposal will be accepted from any one organization.
- All costs incurred in the preparation and presentation of the submitted proposal, in any way whatsoever, shall be wholly absorbed by the prospective contractor.
- Any materials submitted by the prospective contractor that is to be considered confidential must be clearly marked as such.