



**REQUEST FOR PROPOSALS (RFP)  
System of Care Outcomes Development**

EveryOne Home is soliciting written proposals from qualified contractors for consultant services to develop outcomes for use in contracting for services by the Alameda County Social Services Administration, Alameda County Behavioral Health Care Services, Alameda County Housing and Community Development's Supportive Housing Program, the City of Oakland, and the City of Berkeley. Although the proposed cost of services is very important, other factors will be taken into consideration.

The project scope, content of proposal, and vendor selection process are summarized in the RFP (attached). **Proposals must be received no later than 5:00 pm on Monday, January 5, 2009.** All responses must be in a sealed envelope and have "**System of Care Outcomes Development**" clearly marked on the outer most mailing envelope. Please submit one original and **four (4)** copies of the proposal via US Mail or hand delivery to:

EveryOne Home  
224 W. Winton Ave., Ste. 108  
Hayward, CA 94544

Proposals will not be accepted after the date and time above. Incomplete proposal and proposals that do not conform to the specified requirements will not be considered. EveryOne Home is not liable for any costs incurred in the preparation and submittal of proposals. EveryOne Home retains the right to award all or parts of this contract to several bidders, to not select any bidders, and/or to re-solicit proposals.

**For questions** concerning the anticipated work, or scope of the project, please **contact me** via email at [everyonehome@acgov.org](mailto:everyonehome@acgov.org) no later than **December 17, 2008**. Answers to submitted questions will be answered in writing and posted online. Interested proposers are encouraged to attend a Proposers' Conference on **Friday, December 12, 2008, 2:00 to 3:00 pm at the Social Services Agency, 2000 San Pablo Ave., Oakland, 4<sup>th</sup> Floor, Tilden Room**. Be advised this location is close to the 19<sup>th</sup> Street BART stop and parking can be difficult. It is the vendor's responsibility to check for answers to questions or any addenda on EveryOne Home's website: [www.everyonehome.org](http://www.everyonehome.org).

We look forward to receiving and reviewing your proposal.

Sincerely,

Elaine de Coligny  
Director

## **I. BACKGROUND**

The EveryOne Home Plan outlines changes in addressing homelessness in Alameda County, specifically a re-focus on ending homelessness and an emphasis on documenting outcomes to ensure that investments and efforts lead to this goal. The system-wide outcomes EveryOne Home seeks to achieve by the year 2020 are:

**Outcome #1:**

15,000 homeless households obtain permanent housing

**Outcome #2:**

Reduce the average length of time between a household's initial disclosure of homelessness and placement in permanent housing from months even years to weeks.

**Outcome #3:**

85% of those that obtain permanent housing maintain it for at least one year and 65% will maintain permanent housing for at least three years.

Through the coordination of EveryOne Home, the Alameda County Social Services Agency, Alameda County Behavioral Health Care Services, Alameda County Housing and Community Development's Supportive Housing Program, the City of Oakland and the City of Berkeley together are seeking a consultant to provide professional services to translate these system-wide outcomes into specific program-level outcomes for providers of housing and services to homeless people and people at-risk of homelessness that are consistent across multiple local funding sources. This contract will include developing outcome measures and thresholds for use with contracting for housing and services, and reporting and monitoring tools for their implementation.

Reorienting our housing and services system to one emphasizing the end of homelessness rather than the management of it is a process that will take a number of years. The resulting system will need to retain the capacity to address crisis needs for food and shelter, while simultaneously gradually reducing the need for these types of services.

Together, the five participating public agencies are responsible for more than \$41 million in housing and services funding contracts with at least 50 organizations. Sources of funding including the US Department of Housing and Urban Development's (HUD) Supportive Housing Program and Shelter Plus Care, Community Development Block Grant, the Community Services Block Grant, Emergency Shelter Grant, and city and County general funds.

The successful implementation of the EveryOne Home plan will require funding agencies to work collaboratively to ensure that their use of resources in community agency contracting is achieving identified goals and that outcome and reporting expectations are as consistent as possible across funding streams. Detail on current funding follows:

- In FY 2009, the City of Berkeley's community agency contracts for services to homeless people were more than \$3.4 million with at least 17 agencies, including \$2.5 million in City general funds. For FY 2008 and 2009, homeless program funding requests exceeded the total funds available by \$1.1 million.
- In FY 2009 the Alameda County Social Services Agency funded a total of 13 community agency contracts throughout the Alameda County for both emergency shelter services and CHASS shelter services for homeless clientele receiving General Assistance with total funding of approximately \$2.6 million.
- In FY2009, Alameda County Behavioral Health Care Services had at least \$12.6 million in services and housing subsidy funding contracts with 17 organizations for programs that serve substantial numbers of people who are homeless. In addition to these contracts, BHCS operates a homeless prevention loan program for particular BHCS mental health services consumers (a \$250,000 one-time allocation) and subsidizes licensed board and care housing for specific consumers (\$1 million annually).
- The recently submitted HUD Homeless Assistance grants NOFA included 44 existing and 2 new proposed projects totaling more than \$22 million in Supportive Housing Program (SHP) and Shelter Plus Care funding for FY2010.
- The City of Oakland's FY2008-2009 homeless program funding included nearly \$6 million in contracts with 14 organizations, including contracts funded with SHP, in addition to \$1.9 million in Housing Opportunities for Persons with AIDS (HOPWA) funding.

Most community agencies agree that achieving permanent housing outcomes is the goal of all homeless programs serving homeless individuals. However, many agencies are concerned that the changes in approach emphasized in the *EveryOne Home Plan* will jeopardize existing services to homeless persons. Agencies are specifically concerned that a new approach may result in the reduction of existing safety net services in order to fund activities focused on permanent housing outcomes. Some have concerns that measurable outcomes are not a true reflection of quality of life changes they assist their clients in achieving. The consulting services requested through this RFP are intended to help engage the participation and creativity of community-based organizations to develop a vision for system change locally, and to develop community-wide collaboration to end homelessness. Therefore, consultants sought through this RFP should have not only subject area knowledge and expertise, but also demonstrated ability to work in collaboration with community agencies on controversial issues.

## **II. SCOPE OF SERVICES**

There are three components to the consultant services needed. The estimated budget for each activity is listed below for planning purposes; the actual amount contracted for each activity may vary. RFP responses must include detailed proposed budgets as outlined in Section III: Submission Requirements. An amount not to exceed \$45,000 is available for all activities combined. Work should begin in February 2009 and be completed by December 2009.

### **A. Analyze Current Use of Outcomes in Contracting (\$7,000)**

As a starting point, the selected contractor will analyze the current use of outcome reporting in contracts with community agencies providing services to people who are homeless. Each participating public funder—Alameda County Social Services Agency, Alameda County Housing and Community Development, Alameda County Behavioral Health Care Services, the City of Berkeley, and the City of Oakland—has already identified the funding streams and contracts to be included in this project. The consultant's analysis will include:

- The outcome measures and reporting requirements in use by each funder
- Sources of funding, and the key regulatory and statutory requirements limiting their use and shaping reporting requirements.

### **B. Identify Outcome Measures for Joint Use (\$25,000)**

Using the information identified in component A, the selected consultant will work with the sponsoring agencies and community agencies to create a set of outcomes and initial targets by which services for people who are homeless will be assessed. Required outcomes will be developed for different types of services, and are expected to address housing, employment, and income, at a minimum. These outcome measures will be included in contracts, and community-based organizations will report outcomes for each program. The consultant will be asked to provide some background information on best practices from other communities that have made efforts to improve contracting and outcome reporting for homeless services.

The consultant or consultant team will need to work with EveryOne Home, agency staff, and community agencies to design the process, as well as to develop the outcomes. Facilitation skills will be as important as technical skills and experience for this activity.

### **C. Design Contracting Tools to Align Funding Processes with Established Priorities and Outcome Measures (\$13,000)**

The consultant will develop tools to report and monitor the outcomes for homeless programs that will achieve the outcomes identified. Community agencies have expressed an interest in a unified reporting format for multiple funders to use in order to reduce administrative time in tracking and reporting outcomes. Funding agencies are interested in a reporting format that provides clear information and can be linked with the EveryOne Home system wide outcomes.

The consultant will also make recommendations regarding incorporating these outcome measuring tools into future funding allocation processes. The consultant should draw on best practices for funders from other communities. The consultant will need to address how to incorporate outcome measures without creating disincentives to serving vulnerable populations with intensive service needs.

### III. SUBMISSION REQUIREMENTS

All proposals shall include the following information, organized as separate sections of the proposal. The proposal should be concise and to the point.

1. Contractor Identification:

Provide the name of the firm, the firm's principal place of business, the name and telephone number of the contact person and company tax identification number. If a consultant team submits a proposal, identify the lead agency that will enter into the contract. Please provide a current resume for each member of the consultant team.

2. Client References:

Provide a minimum of 3 client references. References should include at least one California city or other large public sector entity. Provide the designated person's name, title, organization, address, telephone number, and the project(s) that were completed under that client's direction.

3. Price Proposal:

The proposal shall include pricing for all services. Pricing shall be all inclusive unless indicated otherwise on a separate pricing sheet. It shall include hourly rates for all professional, technical and support personnel, and all other charges related to completion of the work, itemized by activity listed in the Scope of Services.

4. Contract Terminations:

**If your organization has had a contract terminated in the last five years, describe such incident.** Termination for default is defined as notice to stop performance due to the vendor's non-performance or poor performance and the issue of performance was either (a) not litigated due to inaction on the part of the vendor, or (b) litigated and such litigation determined that the vendor was in default. Submit full details of the terms for default including the other party's name, address, and phone number. Present the vendor's position on the matter. EveryOne Home will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience.

If the firm has not experienced any such termination for default or early termination in the past five years, so indicate.

## 5. Narrative Responses

Provide narrative responses to the following questions. Responses may refer back to the provided resumes, and should help the reviewers better understand what you/your team offer.

(a) Describe you/your team's experience and qualifications:

- working on homeless services and permanent supportive housing. Address your experience with and understanding of Housing First in the response.
- with the development and implementation of outcome reporting, particularly related to public sector contracting and homeless services.
- implementing significant change initiatives involving diverse stakeholders.

(b) Define your expectations for EveryOne Home and public agency staff for each of the activities. What will your team need from staff to ensure this system change initiative is successful, particularly in terms of collaboration, planning, and information?

(c) Describe your experience and qualifications in facilitating meetings and/or processes related to controversial issues. Outline your approach to engaging participation.

(d) Describe your experience and qualifications related to developing Requests for Proposals (RFP) and implementing RFP processes, as well as designing evaluation and monitoring tools to ensure funded programs are meeting stated goals.

(e) Outline a proposed timeline and schedule for activities for the completion of this consultation.

## IV. SELECTION CRITERIA

The following criteria will be considered, although not exclusively, in determining which firm is hired.

1. References (20%)
2. Costs (20%)
3. Narrative Responses (60%)

A selection panel will be convened of EveryOne Home staff, public agency staff, and community-based organization representatives. The panel may schedule interviews of proposers to make its final determination.

**V. PAYMENT**

Invoices: Invoices must be fully itemized, and provide sufficient information for approving payment and audit. Invoices must be accompanied by receipt for services in order for payment to be processed. Mail invoices to Elaine de Coligny and reference the project name.

Payments: EveryOne Home will make payment to the vendor within 30- days of receipt of a correct and complete invoice.

**VI. CONTRACT REQUIREMENTS**

EveryOne Home is a project of the Tides Center which serves as its fiscal sponsor. Therefore, the contract will be executed with the Tides Center, according to their requirements. A boilerplate contract is attached.

**VIII. SCHEDULE (dates are subject to change)**

- |   |                       |
|---|-----------------------|
| <input type="checkbox"/> Issue RFP to potential bidders:      | December 1, 2008      |
| <input type="checkbox"/> Proposers' conference                | December 12, 2008     |
| <input type="checkbox"/> Proposals due from potential bidders | January 5, 2009       |
| <input type="checkbox"/> Complete Selection Process           | January 23, 2009      |
| <input type="checkbox"/> Sign and Process Contracts           | January 26 – 30, 2009 |
| <input type="checkbox"/> Notice to proceed                    | February 2, 2009      |

Thank you for your interest in working with EveryOne Home for this service. We look forward to receiving your proposal.

**Attachment 1: Tides Center Services Contract Boilerplate****TIDES  
C E N T E R**

PO Box 29907, San Francisco, CA 94129

**AGREEMENT FOR SERVICES**

This Agreement ("Agreement") is made and entered into on the date executed by the parties (the "Effective Date"), by and between \_\_\_\_\_ ("Contractor"), having an address at \_\_\_\_\_ and The Tides Center, a California nonprofit public benefit corporation ("Center"). Subject to the terms of this Agreement, Center desires to engage the services of Contractor and Contractor desires to provide services for the benefit of the Center's EveryOne Home project, having an address at 224 W. Winton Ave., Room 108, Hayward, CA 94544-1215 ("Center").

THE PARTIES AGREE AS FOLLOWS:

**1. Service Description**

Contractor shall perform for Center the services set forth below or attached (the "Scope of Work").

**2. Term****2.1 Term of Agreement**

This Agreement shall commence on \_\_\_\_\_ hereof and shall continue until \_\_\_\_\_ unless terminated prior thereto in accordance with the terms of this Agreement.

**2.2 Renewal**

This Agreement may be renewed on such terms as are agreed to by the parties in writing.

**3. Independent Contractor**

Notwithstanding anything herein to the contrary, Contractor enters into this Agreement as, and shall continue to be, an independent contractor. Nothing contained herein shall be deemed to create a partnership. Under no circumstances shall Contractor look to Center as Contractor's employer and Contractor will not participate in any employee benefits. Except as specifically provided herein, neither party has any authority to bind the other party to any third party or otherwise to act as the agent or representative of such other party. Contractor shall pay all federal and state taxes, including, without limitation, income and employment taxes assessed on sums paid to and by Contractor, and Contractor shall timely and properly file appropriate tax returns with respect to all of Contractor's activities performed under this Agreement.

#### **4. Contractor Representations**

Contractor hereby covenants, represents and warrants to Center that (i) Contractor has the technical expertise and general skills necessary to perform competently and professionally the Services in accordance with this Agreement, (ii) Contractor is not a party to or bound by any agreement obligation or understanding which restricts or limits in any way Contractor's right to enter into this Agreement or Contractor's right or ability to perform Contractor's obligations under this Agreement, (iii) Contractor shall not use the trade secrets, intellectual property rights, copyrights, or other proprietary rights of any third party in the performance of Contractor's obligations under this Agreement, and (iv) Contractor has the necessary equipment, facilities and workers to perform Contractor's obligations under this Agreement.

#### **5. Compensation of Contractor**

##### **5.1 Contractor Fee**

Center shall pay to Contractor a fee in the amount not to exceed \_\_\_\_\_ .

##### **5.2. Expenses**

Center shall not reimburse Contractor for any expenses or costs incurred by Contractor.

#### **6. Indemnification of Center**

Contractor shall indemnify, defend and hold Center harmless from any and all costs, claims, losses and/or damages, of whatever kind and nature, arising from, out of or in connection with the performance by Contractor of its obligations under this Agreement, including but not limited to reasonable attorneys' fees incurred by Center in defending itself from any and all such claims.

#### **7. Confidential Information**

##### **7.1 Nondisclosure of Confidential Information**

Contractor agrees that it will not, without first receiving written authorization signed by an officer or director of Center, during the term of this Agreement or at any time after the termination of this Agreement, remove from Center's premises or otherwise divulge to any other person or entity the contents of any records or any other information of any kind relating to the business of Center, including but not limited to (i) donor and customer lists, telephone numbers and other information pertaining to donors and customers; (ii) finances, plans, or other information relating to the operation of Center generally or the Project, specifically; and (iii) other private and confidential information which is a unique asset of Center or information which, if known to competitors or others outside of Center, would be harmful to Center.

##### **7.2 Delivery of Confidential Information**

Contractor agrees to deliver to Center upon termination of this Agreement any and all such information in any form then in its possession or under its control. Contractor acknowledges that such information is confidential and is the sole property of Center. The foregoing restrictions on disclosure of confidential information shall not apply to disclosures required to be made to any public body or other regulatory agency governing the activities of Center or Contractor.

##### **7.3 Breach of Confidentiality**

Contractor acknowledges that a breach of this Section 7 may result in irreparable and continuing damage to Center and the business of Center for which there will be no adequate remedy at law and agrees that, in the event of any breach or threatened breach of said paragraph, Center shall have the right to seek injunctive relief from a court of competent

jurisdiction to prevent a continuing or threatened breach of agreement and such other and further relief as may be proper. In addition to other damages awarded, Center shall be entitled to a judgment for court costs and reasonable attorneys fees.

## **8. Termination, Survival of Provisions**

### **8.1 Termination for Convenience**

Either party may terminate this Agreement without cause by providing the other party hereto with thirty days written notice. If Center terminates this agreement pursuant to this Section 8.1, it shall pay Contractor for the services to the termination date.

### **8.2 Termination for Wrongdoing**

Center may terminate this Agreement, without payment or compensation of any kind to Contractor, at any time upon written notice to Contractor, if Center, in its reasonable judgment believes that Contractor or its agents, employees or representatives have (i) made any material misrepresentations with respect to Center, its activities or any other material matter subject to this Agreement; (ii) committed a felony or misdemeanor in connection with any activities ; (iii) otherwise conducted its activities in a manner or method which causes or could cause public disparagement of Center's good name or goodwill; or (iv) disclosed confidential information in violation of Section 7 of this Agreement.

### **8.3 Survival of Certain Provisions**

The provisions of Sections 6 and 7 shall survive expiration or termination of this Agreement for any reason.

## **9. Notice to Parties to Agreement**

Wherever under this Agreement a provision is made for notice of any kind, such notice shall be in writing and signed by or on behalf of the party giving or making same and it shall be deemed sufficient notice and service thereof when (i) such notice is personally delivered, (ii) such notice is received if sent by electronic mail, (iii) five days following deposit in U.S. Mail registered or certified, postage prepaid, or (iv) one day following deposit with a bonded overnight courier, fees prepaid, to the parties at the addresses set forth in the first paragraph of this document. Either party may designate in writing a different address to which notice shall be sent in accordance with this section.

## **10. Applicable Law**

This Agreement shall be governed by and interpreted in accordance with the laws of the State of California. In the event that any portion of this Agreement is held be unenforceable, such portions shall not limit or otherwise modify or affect any other portions of this Agreement.

## **11. Benefit**

This Agreement shall be binding upon the parties hereto and their respective successors and assigns.

## **12. Assignment**

This Agreement may not be assigned by either party without the express written consent of the other.

## **13. Amendment**

This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof and may not be modified, amended or otherwise altered, except by written consent signed by both parties.

IN WITNESS WHEREOF, the undersigned have executed this Agreement effective as of the date above written.

**THE TIDES CENTER**

**CONTRACTOR**

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_

**Project Director Acknowledgment**

I have read and I understand the terms of this Agreement. I agree to work in cooperation with Contractor and to be Contractor's primary contact in carrying out the work detailed in this Agreement. I will notify the Project Coordinator assigned to this Project if I become aware of any misconduct or violation of this Agreement by Contractor.

By: \_\_\_\_\_

Project Director

Dated: \_\_\_\_\_