Terms of Reference
Soup Kitchen Program Evaluation

a. For practical reasons, proposals received after closing date and time will not be considered.

b. Prices are to be quoted f.o.b. The City of Red Deer, 4817 48 Street, Red Deer, Alberta:
   - Prices quoted shall not include G.S.T.
   - Prices must be quoted in Canadian Dollars.

c. “Must” and/or “shall” indicates a mandatory requirement. If these requirements are not satisfied the proposal will be considered non-compliant.

d. Any proposal submitted is subject to FOIP.

e. All proposals are subject to final budget approval.

f. For proposal closing purposes, the official time of receipt of proposals shall be as determined by the central system telephone time clock, which time shall be stamped and initialed upon submission at City Hall.

g. A proponent, at any time requested, must satisfy the Purchasing Section that he/she has the requisite organization, capital, plant, stock, ability and experience to satisfactorily execute the Contract in accordance with the provisions of the Contract in which he/she is interested.

h. The successful proponent will be determined by evaluation criteria as set out in the Proposal documents, and advised in writing by the Purchasing Section.

i. The policy of The City is to refuse to do business with parties who do not act in good faith towards The City, whether by failing to live up to the terms of their agreements or by entering into litigation with The City without valid justification.
BACKGROUND

The City of Red Deer is accepting proposals from individual consultants, academic institutions, or consulting firms interested in conducting a formative evaluation on the Soup Kitchen Program provided by the Potters Hands Ministries (referred to as Service Provider) in Red Deer.

Potters Hands Ministry has been providing nutritious meals to individuals and families since 2000. This originally began as a Faith Response to meet one of the most basic needs - food for the hungry. Over the years, the scope of activities as a soup kitchen has expanded to include; access to basic nursing care e.g. foot care, blood pressure clinic, health education, and connecting to outreach team members, direct access to housing, and employment support service. Breakfasts are provided to over 150 people seven days per week. Lunches are also served two days per week, and one supper each week. A variety of clients use the soup kitchen:

- Single individuals currently without housing,
- Single working individuals,
- Single individuals with disabilities (mental illness, brain injury, developmental disability or addiction),
- Single parent families/families with one or two employed parents.

SPECIFIC PROJECT OBJECTIVES

The City of Red Deer fulfills the role of community entity or community-based organization for Government of Canada and Province of Alberta funding programs for housing and homelessness. The Community Housing Advisory Board (CHAB) exists to advise City Council on the allocation of these funds. The current conditions for funding allocation include the development of an evaluation framework and the actual independent evaluation of these programs. The purpose of this project is to meet the second requirement.

(i) Determine whether the program objectives and outcomes, as stated in the proposal for funding were achieved;

(ii) Assess the role and performance of the Service Provider in the delivery of the soup kitchen as an emergency food assistance program,

(iii) Identify lessons learned and provide recommendations to the Community and Housing Advisory Board for similar programs in the future.
SPECIFIC ISSUES AND QUESTIONS FOR EVALUATION

The successful proponent would be required to look at each of the following as part of their evaluation of the program;

a. Continued Relevance (Program Mandate and Objectives):
   - What would be the client’s status if this program did not exist?
   - To what extent is the program mandate and objectives still relevant for preventing and reducing homelessness?
   - Are the activities and operational outputs consistent with the program mandate as stated in the approved funding proposal?
   - Is this program the most appropriate strategy to address the needs of these particular clients?
   - Is there a continuing need for CHAB involvement through funding?

The successful proponent should provide evidence for the continued relevance of the program through program objectives and demonstrated need for the program.

b. Access and Reach (Specific Target Clients):
   - Did the program reach those most in need of the program as stipulated in the proposal?
   - Has the increase in scope of the project over the years affected its ability to deliver on its core service to provide clients with meals?
   - Are there any rules and restrictions to access the soup kitchen?
   - Are all of the targeted clients given opportunity to effectively participate in the program?
   - What internal and external factors have influenced the ability of the target population to access, or not to access, the program?
c. Effectiveness (Outputs and Outcomes):

- Did the program reach the expected number of clients?
- Are the clients satisfied with the quality and delivery of services? If not, in what way did the services not meet the clients expectations and why?
- What concrete improvements and changes have taken place among the target clients as a direct result of the program?
- To what extent has the program contributed to improved capacity and housing outcomes for clients?
- To what extent does the service provider collect and report program data?
- Will there be information available to measure the outcomes of the program two to three years from now?
- How could the program outcomes have been improved based on current outputs?

d. Efficiency (Performance of Service Providers Role and Cost Effectiveness of the Program):

- What has been the service provider’s performance with respect to their role of providing food assistance to clients?
- Did the service provider obtain the necessary financial resources, food and volunteers to staff the operation?
- What procedures and processes are in place for client intake, support services and subsequent referral to other support services in the community?
- What are some of the challenges facing the agency in the delivery of this program?
- What is working well that could be enhanced and built upon?
e. Lessons Learned:

- How has the program built the capacity of the service provider and partner agencies to provide similar services in the future?

- To what extent has the program contributed to improved coordination in the delivery of food assistance and support services among service providers in Red Deer?

The successful proponent should provide detailed information on various aspects of the program that ensured the level of attainment of program and client level outcomes. The information should include but not be limited to: agency capacity to implement such a program, necessary conditions for the attainment of program outcomes, required stakeholder or partner participation, and other elements that must be in place for the program to succeed. This information will be useful for future program design and funding decisions.

SUCCESSFUL PROPONENT DELIVERABLES

The successful proponent will also be responsible for:

- Preparing a draft work plan;

- Conducting the evaluation;

- Coordinating the evaluation process with Evaluation Contract Management Committee;

- Day to day management of the evaluation operations;

- Regular progress reporting to Evaluating Contract Management Committee;

- The production of deliverables (evaluation plan, draft evaluation report, final report and

- Presentation to the CHAB in accordance with contractual agreements.
The successful proponent will be expected to develop an evaluation that is formative in nature and organized in accordance with the specific evaluation issues and questions provided above. This evaluation will be "evidence-based". That is, findings and conclusions will be based on objective evidence generated. Therefore, the evaluation must be designed to use multiple lines of evidence from qualitative and quantitative research methods. For the purposes of this evaluation more ethnographic methods are
encouraged such as expert observation or assessment and interviews. To date, a substantial amount of data has been collected by the City of Red Deer through the results reporting for projects and the relevant data will be made available to the successful proponent to supplement and enhance their preliminary data collection.

STAKEHOLDER PARTICIPATION

Stakeholder participation is fundamental to this project in order to comprehensively understand the program. Therefore, the successful proponent is expected to conduct a participatory evaluation through active and meaningful participation of all interested parties. The Evaluation Contract Management Committee will provide the successful proponent with some stakeholders; however, the successful proponent will be expected to identify the rest through the evaluation process. The timeframe proposed for this project is up to three months.

PROPOSAL SUBMISSION REQUIREMENTS

Consultants should provide the following information with their submissions, and in the order that follows:

1. A corporate profile of their firm outlining its history, philosophy and areas of expertise or service market.

2. A description of the consultant’s understanding of the purpose and objectives of the project and how they will be achieved.

3. An outline of the approach for the project and a detailed methodology for the project, proposed program logic model and evaluation matrix.

4. A detailed schedule of all activities, including milestones, project meetings and progress reports required for this project.

5. Team Capacity and Experience – a complete listing of all key personnel who will be assigned to this project with their resumes, which will include their relevant experience, qualifications for this project, roles and responsibilities and their availability for this project. The lead consultant must have a Master’s degree (Ph.D. will be considered an asset) in social science or health discipline with focus on housing, or a related field.

6. An itemized budget and indication of the total cost of the proposed work plan

7. Contact list of three references. The references should be from recent clients for work completed on a similar project (scale and scope).
EVALUATION CRITERIA

The selection of the consultant will be done by the Evaluation Steering Committee made up of The City of Red Deer Social Planning Department. Proposals will be evaluated using the criteria and weighting indicated in the table below. Please note that:

- The City of Red Deer will have the sole and unfettered discretion to award up to the maximum number of points for each criteria listed.

- By submitting a proposal, the Consultant acknowledges and agrees that The City of Red Deer has, and it is hereby entitled to exercise, the sole and unfettered discretion to award the points for the evaluation of the criteria.

- By submitting a proposal, each Consultant acknowledges and agrees that it waives any right to any legal proceedings with respect to the decisions of The City of Red Deer in awarding points and use of the criteria.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Understanding the Project &amp; Objectives</td>
<td>15 points</td>
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<tr>
<td>Methodology, Proposed Evaluation Matrix &amp; Program Logic Model</td>
<td>20 points</td>
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<tr>
<td>Schedule</td>
<td>15 points</td>
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<td>Costs</td>
<td>15 points</td>
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<td>Firm History, Expertise and References</td>
<td>10 points</td>
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<tr>
<td>Proposed Team Capacity, Experience &amp; Educational Qualifications</td>
<td>25 points</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100 points</strong></td>
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SUBMISSION PROCESS

All interested proponents must submit 3 copies of their proposal in hard copy format, marked “Transitional Housing (01/11)” before 12:00:00 pm (Mountain Standard Time) on January 7, 2011 to:

Social Planning Department,
Alexander Way 4817 - 48 Street
Box 5008, Red Deer, AB T4N 3T4

ADDITIONAL INFORMATION
Upon successful negotiation, the selected proponent will be required to enter into a written agreement with The City of Red Deer.

Upon award, the selected proponent must submit proof of Professional Liability Insurance in the amount of not less than 2 million with an insurance broker licensed in the Province of Alberta.

RESERVATION OF RIGHTS

The City of Red Deer reserves the right, in its sole discretion to

- Suspend the process at any stage;
- Reject or accept any proposal, including the right to reject all proposals;
- Clarify with any or all applicants after the closing date;
- Negotiate with any or all applicants after the closing date.

INQUIRIES

Please direct all inquiries to:

Franklin Kutuadu  
Community Researcher  
Social Planning Department,  
Alexander Way 4817 - 48 Street  
Box 5008, Red Deer, AB T4N 3T4  
Phone: (403) 356-8931  
Fax: (403) 342-8222  
Email: franklin.kutuadu@reddeer.ca