



Organization and Program Evaluation Request for Proposals (RFP)

CommonBond Communities' mission is to build stable homes, strong futures, and vibrant communities, with the vision that every person has a dignified, affordable home that supports independence and advancement within a flourishing community. We believe that home is the foundation for everything in life and are committed to providing service-enriched affordable housing.

CommonBond is currently home to more than 13,000 residents, of whom 2,400 are seniors and 3,800 are children and youth under the age of 18. In addition to families and seniors, we support people who have experienced homelessness, veterans, people living with HIV/AIDS, and individuals with chronic mental illness or developmental disabilities.

Our new Strategic Framework for 2020-2025 is included at the end of the document. For more information about CommonBond Communities, please visit our [website](#).

Project Summary

CommonBond recognizes the need to enhance our evaluation capacity to make better, more data-informed decisions. We have two primary databases through which to track metrics: YARDI (property management and asset management) and Efforts to Outcomes (resident services – Advantage Services). In addition, we have two business intelligence programs to measure outcomes and visualize data: YARDI Orion Business Intelligence and Tableau.

CommonBond is seeking to contract with a program evaluator to enhance our evaluation systems and approaches with a community-based and equity lens. We would also like to develop quantitative and qualitative metrics that bring in the voice and feedback of our end users (residents). We currently have a few ways of embedding resident voice into our service planning, but we have not yet fully incorporated these practices into our evaluation strategies.

Proposed Objectives

The chosen consultant will need to develop a new evaluation framework(s) for CommonBond, incorporating the following elements:

- Assessing and updating Advantage Services program logic models to better align with CommonBond's revised theory of change and strategic framework.
- Developing an overall logic model or theory of change for Advantage Services, which differentiates supportive, individualized services from structured programs.
- Measuring Advantage Services outputs and outcomes, as defined in the updated logic models.



- Analyzing and enhancing the process for determining resident needs and opportunities at new housing communities.
- Assisting with developing a more data-informed process for determining service intensity levels at our housing communities (Core, Enhanced, and Comprehensive).
- Developing a Continuous Quality Improvement (CQI) process for our Housing and Services work that focuses on the integration of the Property Management and Advantage Services functions. This process should consider the results of CommonBond's current Housing and Services pilot, a redesign meant to enhance integration between the two teams. If needed, develop a Housing and Services theory of change.
- Developing a community-based process for gathering feedback through a resident survey, completed every other year.
- Assisting with evaluating and articulating the impact of our Supporting Housing program, pulling and synthesizing data from the Homeless Management Information System (HMIS) database (external) alongside data from CommonBond's YARDI and Efforts to Outcomes databases.

The new framework will need to incorporate resident voice and an equity lens. The project should also include recommendations on how to build CommonBond's capacity to continue this work on an ongoing basis following the completion of the contract.

Project Timeline

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|------------------------|--|
| April 8, 2020, 5 p.m. | Request for Proposals (RFP) deadline |
| April 16-24, 2020 | Consultant interviews (likely by phone or web conference only) |
| May 4, 2020 | Consultant selected |
| May 2020 | Contract negotiations |
| June 2020 | Refine scope of work and initial project objectives for phase 1 (first 6 months) |
| July 2020-January 2021 | Phase 1 |
| February 2021 | Assess Phase 1; refine objectives for Phase 2 |
| February-August 2021 | Phase 2 |
| September 2021 | Assess Phase 2 |

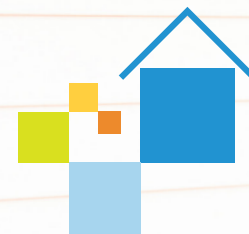
How to Respond

Interested applicants should respond with a proposal describing (1) background and experience with similar projects and biographies for key project staff; (2) your approach for creating a project scope and key elements of the work; and (3) fee schedule. All questions should be directed to Derek.Madsen@commonbond.org or (651) 290-6254. Responses are due by April 8, 2020, at 5:00 p.m. CST. to Derek.Madsen@commonbond.org. Please use the subject line "Evaluation RFP Response." If you have adjustments to the proposed timeline, please include them in your response.



Evaluation Criteria

- Cost effectiveness.
- Background and experience working on similar projects, including the use of an equity lens in evaluation.
- Ability to deliver on the proposed objectives.
- Ability to complete the initial project by October 2021.



CommonBond
COMMUNITIES



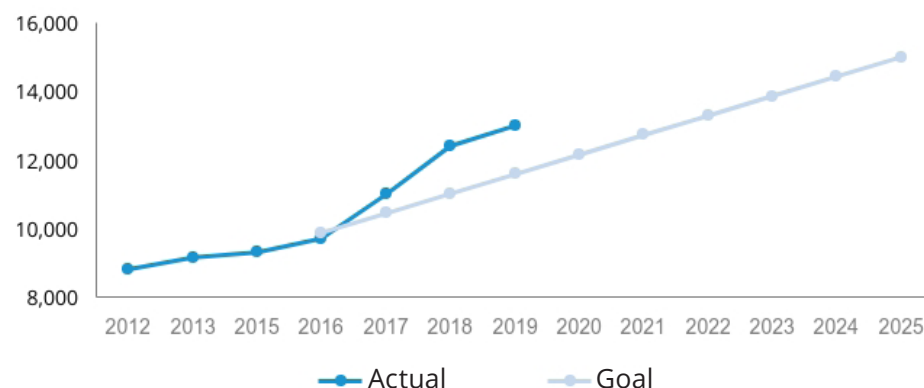
We have a goal to serve 15,000 people by 2025. Help us get there—give, invest, volunteer, advocate.

2020 - 2025

Strategic Framework

Stable homes. Strong futures. Vibrant communities.

People served by CommonBond Communities



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Our vision is that every person has a dignified, affordable home that supports independence and advancement within a flourishing community.

commonbond.org



To achieve our vision...

We focus on the creation and preservation of affordable rental housing, paired with supportive services and programs offered by CommonBond or our partners.

This approach unlocks opportunities for individuals, families, and communities to achieve their goals and combat deepening inequity.



Ideal Impacts



Communities expand or retain housing options that respond to their needs, leading to greater opportunity for residents.



Residents maintain or increase their income and assets as appropriate for their life situation.



Youth, families, and adults of all ages receive the support they need for social and academic success.



Residents remain stably housed, or successfully leave CommonBond housing based on their needs and aspirations.

Organizational Strategies

- Leverage all available resources for the creation and preservation of affordable housing.
- Lead and partner on the development of new sources and mechanisms to support our housing and services work.
- Ensure resident stability through individualized support and connection to community resources.
- Deliver responsive programs that support residents in achieving their goals.
- Inform and advocate for change in systems that impact our ability to serve resident and community needs.
- Steward properties to be quality homes for residents and assets to surrounding communities, and fulfill our commitments to investors.

Operating Principles

- **Equity-focused:** We are motivated by the needs and aspirations of people, and recognize the impacts of systemic racial and economic injustice. We continually work toward greater equity, both in our communities and within our organization.
- **Playing our role:** We are one actor in a complex system. We regularly assess our strengths and seek to play a part in ways that deliver the greatest impact. We establish strong partnerships to amplify both our work and the work of others.
- **Financial stewardship:** Our commitment to provide affordable homes is for the long-term. By efficiently allocating resources, we are able to meet our obligations, prepare for a changing environment, and fulfill our promise to CommonBond residents.
- **Continuous improvement:** We create a supportive environment in which we learn, acknowledging both our successes and our missteps. This strengthens our organization, helps team members grow, and advances practice in the industry.
- **Informed decision-making:** We seek to understand before acting. We are a learning organization that balances objective data analysis with the experiences of our staff and residents in decision-making.
- **One team:** Our work is complex, and our individual efforts are most effective when coordinated. We value each team member's contributions, celebrate our collective success, and support one another in facing challenges.

Values

- **Respect:** Dignity, gratitude, and inclusiveness for all people is the foundation of our mission.
- **Integrity:** We take responsibility for our actions and are honest, transparent, and ethical in all aspects of our work.
- **Partnership:** Diverse and strategic collaboration with others maximizes our impact with residents and communities.
- **Innovation:** We are a nimble, learning organization that resolves tough challenges through creative solutions.
- **Excellence:** We set a high standard for quality, professionalism, and competence.