



VPD 68(08)

VANCOUVER POLICE DEPARTMENT FINANCIAL SERVICES SECTION

Date: August 26, 2021
To: Chief Constable Adam Palmer
From: Supervisor, Purchasing and Inventory Unit, Richard Kwai
Subject: DIRECT PURCHASE OF HELPSEEKER SOCIAL IMPACT AUDIT

HelpSeeker Technologies (HelpSeeker) have developed a proprietary dataset of social services and cost perspectives gathered specifically with other police services across Canada. The data science algorithms and systems mapping platforms used to analyse and visualize the Social Impact Audit results are developed and unique to HelpSeeker.

Additionally, HelpSeeker has experience working with other police departments across Canada. Therefore, the VPD Project Leads, Deputy Chief Constable Howard Chow and Inspector Brent Derksen, recommend the direct purchase of social impact audit consulting services from HelpSeeker Technologies, located in Calgary, Alberta, for \$142,550 taxes included.

The VPD Purchasing and Inventory Unit (PIU) has reviewed the method and process of commercially purchasing the consulting services from HelpSeeker Technologies. Therefore, after consulting with the Project Leads, it has been recommended that a sole source acquisition is to occur as noted under the "Competitive Bid Exemption" below.

The HelpSeeker social impact audit will be purchased through the 2021 VPD operating budget.

PRICING

The cost of the social impact audit - \$142,550.00 plus applicable taxes. Quote as attached.

COMPETITIVE BID EXEMPTION

"Canadian Free Trade Agreement, Article 513: Limited Tendering.

1. Subject to paragraph 2 and 3, and provided that it does not use this provision for the purpose of avoiding competition among suppliers or in a manner that discriminates against suppliers of any other Party or protects its own suppliers, a procuring entity may use limited tendering in the following circumstances:



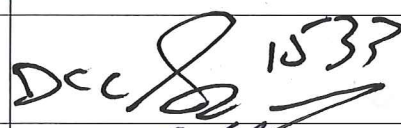

b) if the goods or services can be supplied only by a particular supplier and no reasonable alternative or substitute goods or services exist for any of the following reasons;

(iv) due to an absence of competition for technical reasons"

CONCLUSION

Requesting approval to direct purchase social impact audit consulting services from HelpSeeker Technologies, located in Calgary, Alberta for \$142,550.00 plus applicable taxes.

Direct purchase accepted:

Richard Kwai	Supervisor, Purchasing and Inventory	
Nancy Eng	Senior Director, Finance	
Steve Rai	Deputy Chief Constable, Support Services	
Adam Palmer	Chief Constable	



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Technologies

Social Impact Audit Proposal

Statement of Work

Submitted to: Vancouver Police Department

September 01, 2021

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1. INTRODUCTION

1.1 Document Use

This Statement of Work ("SOW") between HelpSeeker Technologies. ("HelpSeeker") and Vancouver Police Department ("**<Client Name>**" or "Client") relates to the Services provided by HelpSeeker to Client (the "Services") and is governed by its terms and conditions (the "Agreement").

Changes to this SOW will be processed in accordance with the procedures described in section 4.1 Change Orders. The investigation and the implementation of changes may result in modifications to the Estimated Schedule, Estimated Professional Services Fees, and other terms of this SOW.

1.2 Summary

Project Name	SIA
Project Description/Context	Social Impact Audit - Vancouver Police Department
SOW Termination Date	12/31/2021
Work Location(s)	Remote
Client Project Sponsor	Chief Constable Adam Palmer
HelpSeeker Project Sponsor	Dr. Alina Turner

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2. STATEMENT OF WORK

2.1 Project Scope

All project scope, activities, deliverables, roles and responsibilities, and related assumptions are defined in the scope of work (Appendix B).

2.1.1 Professional Services Fees

The Project Fees for the Services defined in this Task Order are \$142,550.00, excluding applicable taxes, and will be charged on a fixed fee basis. Project Fees will be invoiced upon HelpSeeker providing the Client with evidence of the completion of each milestone per the criteria below.

3. MILESTONE PAYMENT CRITERIA

The following are the Milestone Payment completion criteria for this SOW:

<i>Milestone</i>	<i>% Fees to be Paid</i>	<i>Fees to be Paid</i>	<i>Completion Criteria</i>
Project Startup	50%	\$71,275.00	Initiation of the Project and scheduling of kick-off meeting
Data Collection/Wrangling	25%	\$35,637.50	Collection, Wrangling and Analysis of Data
Report & Dashboard	25%	\$35,637.50	Delivery of the Report and Recommendations

All requested changes to the scope of this SOW and/or the estimated budget above will require execution of a Change Order as described in Section 4.1 Change Orders.

3.1 Payment

Payment is due within 30 days of invoicing unless otherwise stated in the Agreement.

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4. PROJECT PROCEDURES

4.1 Change Orders

The following provides a detailed process to follow if a change to this SOW is required.

A Change Order ("CO") will be the vehicle for communicating change. The CO must describe the change and the effect the change will have on the project, including cost and schedule. Proposed changes will be submitted by the Project Manager of the requesting party to the Project Manager of the other party.

Both Project Managers will review the proposed change. HelpSeeker will specify if there will be any charges for the investigation of the proposed changes. If the Project Managers agree to move forward with the proposed change, the Client and HelpSeeker will sign the CO. A written CO must be signed by both parties to authorize implementation of the changes.

4.2 Deliverable Acceptance Procedure

4.2.1 Documents

Each deliverable document will be approved in accordance with the following procedure:

- One (1) electronic draft of the deliverable document will be submitted to the Client Project Manager. It is the Client Project Manager's responsibility to make and distribute additional copies to other reviewers.
- If no response is received from the Client Project Manager within five (5) business days, the deliverable will be deemed approved. If changes to the deliverable are required, a written description of requested changes must be submitted to the HelpSeeker Project Manager
- Client will provide timely review and reasonable agreement of all deliverable documents. If deliverables do not conform to the Client's reasonable expectations, HelpSeeker will make adjustments to correct the non-conformances. The Client's subsequent review will be limited to those adjustments. Continued reviews will be limited to corrections to the previous version's non-conformance.

4.3 Escalation Procedure

Escalation to the Steering Committee may occur by the respective Project Managers for issue and/or change control.

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4.4 Project Termination and Suspension

This SOW will terminate on December 31, 2021. If, in the reasonable opinion of both Parties, the project will not be completed by that date, the Parties will execute a Change Order to extend the termination date to a date mutually determined by both parties. Upon termination of this SOW, the Client shall pay HelpSeeker for any work performed prior to the effective date of termination.

Should a delay in the project of 2 weeks or more occur as a result of the Client not approving or providing feedback on Documents, or not having resources to perform Client Responsibilities, then HelpSeeker may in its sole discretion suspend the project by issuing notice to the Client. The Client acknowledges that if the project is suspended, HelpSeeker cannot guarantee that the original project team will be available and new team members may be assigned. Suspension and resumption of a project may result in additional Professional Services Fees due to HelpSeeker having to re-perform certain activities or onboard new team members and a possible change in standard professional services fee rates. Upon suspension of this SOW, the Client shall pay HelpSeeker for any work performed prior to the effective date of suspension. The project will not resume until payment is received for all outstanding invoices.

5. TRAVEL & EXPENSES

Reasonable travel and incidental expenses in addition to the Professional Services Fees identified above will be invoiced as they occur at actual cost.

HelpSeeker will be charging for the travel time incurred by the resources to and from Client locations. The maximum allocation of travel time charge for each resource is 8 hours one way. This travel time is over and above the travel related and other boarding and lodging expenses that will be incurred by the resources. Travel will be pre-approved by Client.

6. ACCEPTANCE

By signing below, both parties agree that HelpSeeker is authorized to provide the Professional Services identified in this SOW. This Statement of Work can only be modified when both parties make a mutually agreed-to change via a Change Order.

Approval by both parties of this SOW constitutes a non-contingent order to purchase and take delivery of the Professional Services described herein.

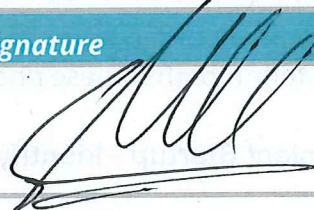
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Vancouver Approver

Name	Date Signed	Signature
CHIEF CONSTABLE ADAM PALMER	21.09.07	

HelpSeeker Technologies Approver

Name	Date Signed	Signature
Travis Turner	9/8/2021	DocuSigned by:  1A8FF696ADE943E...

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APPENDIX A: SCOPE OF WORK

For the development of the SIA proposed, we have discerned three key phases of work to be completed in four months. These phases and activities are described as follows:

Phase 1: Project Startup - Identify Community Needs (September 2021)

- Finalization of contract and workplan.
- Coordination of a kick-off meeting.
- Development of approach (list of key groups, individuals, dates, and objectives for interviews, meetings, etc.).
- Obtain key materials and data for review:
 - Existing socio-economic statistics such as demographics, employment rates, education, homelessness, mobility, and housing
 - Inventories of current programs & services through the HelpSeeker systems map
 - Revisions of current policies implemented to meet community needs
 - Community concerns as raised by leaders, organizations, and community members
- Develop communication process with key stakeholders.

Phase 2: Research – Curate Publicly Available Data (October/November 2021)

- Gathering, review and analysis of relevant financial data in the community.
- Engage with key stakeholders and funders to obtain the financial data needed for the SIA analysis.
- Analysis of other available data on the local environment relevant to the development of the SIA analysis such as:
 - Canada Revenue Agency dataset on revenues and expenditures for public and non-public charities in the Vancouver area (2018).
 - Government of British Columbia data on program-level investments by services offered, allocations, ministry, target populations
 - HelpSeeker systems map that identifies and classifies service elements, programs, target populations, geo-locations and organizations for non-profits, charities, government, civil society, and private sector service delivery organizations (2020)
 - Diverse macro-economic & social indicators from Statistics Canada, CMHC, Homeless Count, Shelter Utilization, health related population outcomes.
 - Police Service Data. Program allocations, services, impacts; crime data available.

Phase 3: Report Development & Validation – Provide Actionable Insights (November/December 2021)

Based on the research conducted and engagement activities undertaken, the consultants will develop a draft of the SIA analysis along with an interactive dashboard for review. Comments and suggestions made to the reports submitted will be considered in the development of a final version of the report to be submitted in December.

Once all the data is collected, it is visualized and analyzed to reveal key insights, such as where service gaps exist & opportunities for better resource coordination across the whole social safety net.

- **Draft presentation**
 - Draft versions of the Technical Report and Dashboard for validation.
- **Interactive Dashboard**
 - To visualize the financial datasets by funding source and recipient.
- **Technical Report**
 - Summarizing key findings, methodology and actionable insights.

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APPENDIX B: HELPSEEKER SIA PROPOSAL

Vancouver Police Department Social Impact Audit Proposal

July 15, 2021

THE CHANGE IMPERATIVE

Social, safety and health issues are mounting and converging in ways that clearly demonstrate that on the one hand, the old way of doing business is not sustainable - on the other hand, there are innovative and established evidence-led solutions that must be scaled to support thriving families and communities.

These issues are interrelated, yet our siloed and uncoordinated responses to them have created unnecessary inefficiencies, hampered progress, and undermined the hard work undertaken by our social service workers. Meanwhile, we are spending millions of dollars as vulnerable people are bounced between expensive systems like police services, jails, hospitals, addiction recovery, and emergency shelters. These challenges bear an economic cost and quality of life impact for all of us.¹

The truth is, there is enough funding in the system to deal with these issues, but it requires us to change how we do business. We must invest strategically in outcomes and align investments.

We are spending tremendous time, effort, and money engaging stakeholders, creating layers of committees and subcommittees, each with their own strategy, and terms of reference. Although we try to communicate and collaborate, the current system inevitably creates natural barriers and

¹Stafford, A. & Wood, L. 2017. *Tackling Health Disparities for People Who Are Homeless? Start with Social Determinants*. Int. J. Environ. Res. Public Health 2017, 14(12), 1535.

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limitations, due to the compartmentalization of government, funding, and programming. Stakeholders are frustrated and confused with the current system; they see duplication and are tired of being engaged by different groups asking the same questions.

The fact that the tracking of outcomes and impact on the bulk of these funds is poor, non-existent, or at best lacking transparency poses a critical risk to our future in a time where social pressures are mounting and changing at breakneck speed.

PROPOSED APPROACH

Vancouver has an opportunity to respond to community calls to leadership and take on a system change effort by kickstarting a Systems Transformation process to address these challenges in a comprehensive manner.

Vancouver and the Vancouver Police Department are only two of many key stakeholders needed to address interrelated issues. Other non-profit and private service providers, government and public system partners are required in a decision-making capacity to truly make a difference by tackling these social issues from a systems perspective. This means that a **collaborative effort** would be needed to develop and implement this proposal with a focus on systems and policy change, rather than day-to-day crisis management.

We are certain that through this approach different levels of government can use resources more effectively: getting people back to work, keeping families together, and supporting our most vulnerable while maximizing efficiencies and impact are congruent, practical goals that we can support the government to achieve.

SCOPE OF WORK

Over a period of 6 months, we propose a series of steps towards a Social Impact Audit, to help Vancouver move towards more effective and efficient ways to address social issues in the community. We are constantly learning and refining, but are seeing results, and community support for this direction is resounding.

Social Impact Audit

In our approach, we understand that gaps and duplications can be assessed by a thorough analysis of the investments coming into the community. To this end, we will analyze various financial sources coming into Vancouver and how effective they were in supporting the community.

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Social Impact Audit: Systematic approach to capture and analyze all funding sources at the service delivery level in a region, an assessment against Key Performance Indicators, and identification of overlap and gaps.

A Social Impact Audit is the process by which programs and services are assessed in their effectiveness and efficiency through the analysis of the current investments and resources locally available to support individuals in need. A Social Impact Audit aims to help communities to analyze financial flows locally and identify service gaps, guide the implementation of innovative models of service delivery, and promote the coordination of resources available to individuals in need.

Data Wrangling

A first step in any Social Impact Audit involves 'data wrangling' to have a fulsome understanding of the local social safety net. Data wrangling involves transforming and mapping data from one raw data form into another format with the intent of adding analytical and actionable value.

We do this by connecting diverse datasets after locating and cleaning these. For Vancouver we have several datasets we will be using, pending access:

1. **Canada Revenue Agency** dataset on revenues and expenditures for public and nonpublic charities in the Vancouver area
2. **Government of British Columbia** - British Columbia Health - data on program-level investments by services offered, allocations, ministry, target populations
3. **HelpSeeker** Vancouver systems map that identifies and classifies service elements, programs, target populations, geo-locations and organizations for nonprofits, charities, government, civil society, and private sector service delivery organizations
4. **Diverse Macro-economic & social indicators from** Statistics Canada, CMHC, Homeless Count, Shelter Utilization, health related population outcomes.
5. **Police Department Data.** Program allocations, services, impacts; crime data available.

Analysis & Visualization

Leveraging these datasets, we will undertake:

- Connecting the datasets to create an **interactive dashboard** for ongoing analysis (we will be using HelpSeeker-Tableau build).
- Completing a report that outlines key insights from the **financial analysis** for the Vancouver social safety net outlining correlations between data points, per capita/ per need analysis of

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investments, emerging gaps/duplication to probe through further analysis as well as areas for systems change.

In Closing

We believe we can do better to ensure this wealth of resources is put to effective use for taxpayers and donors. While sporadic attempts to collaborate across systems have been made in the past, a provincially mandated process to support this work has not been established. This is in large part because of the red tape involved in disparate funding streams, lack of real-time data, and administratively overburdened frontline staff.

We can help build a path forward for and by the community, and supported by government, to catalyze action from multiple sectors to work collaboratively to meet, to disband silos and identify opportunities for systematic service integration to maximize impact.

We also believe that this approach will set Vancouver up to expand future phases of this analysis with other communities across British Columbia to scale impact provincially.

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ABOUT US

We are a Calgary-based B-Corp that works at the intersection of social and technological innovation. We deliver digital solutions for the world's social challenges to accelerate the change needed to achieve equitable wellbeing for all.

We started in 2018 and have grown to a team of 50+ made up of social and data scientists, technology developers, systems mappers, and community success strategists.

HelpSeeker develops digital solutions for three key target groups:



HELP SEEKERS

For those **looking for social support**, either for themselves or someone they are supporting, we provide a number of tools to help the user find the right help, select optimal matches, and connect with service providers anonymously.

Our help Navigation and Screener tools connect people to the right help, fast, and generate valuable data to understand service assets and gaps.



SERVICE PROVIDERS

For those **delivering frontline support across a range of social issues**, we provide a number of tools to manage service delivery and internal and external service coordination and improve client experience.

The ML/AI-enabled decision support system will improve service managers' ability to optimize delivery, reporting, and future planning.



DECISION MAKERS

For those **working to optimize responses to social issues as decision makers** on funding, policy, and system design at community or systems levels.

Our Community Success Hub is a digital social decision support platform that leverages Machine Learning and Artificial Intelligence to promote faster, more effective policy and funding direction setting.

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WORKPLAN & BUDGET

For the development of the SIA proposed, we have identified three key phases of work to be completed in 6 months. These phases and activities are described as follows:

Phase 1: Startup (Month 1)

- Finalization of contract and workplan.
- Coordination of a kick-off meeting.
- Development of approach (list of key groups, individuals, dates, and objectives for interviews, meetings, etc.).
- Obtain key materials and data for review.
- Develop communication process with key stakeholders.

Phase 2: Research (Month 2-3)

- Gathering, review and analysis of relevant financial data in the community.
- Engage with key stakeholders and funders to obtain the financial data needed for the SIA analysis.
- Analysis of other available data on the local environment relevant to the development of the SIA analysis such as data collected by Statistics Canada, Canada Revenue Agency, and other government agencies.

Phase 3: Report Development & Validation (Month 4-6)

Based on the research conducted and engagement activities undertaken, the consultants will develop a draft of the SIA analysis along with an interactive dashboard for review. Comments and suggestions made to the reports submitted will be considered in the development of a final version of the report to be submitted by the end of month 5.

TIMELINE

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase 1: Project Startup						
Kick-off Meeting Prep						
Engagement Strategy and Meetings						

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Government Relations Support						
Define Workplan, Communication Process, Approach, Contract, etc.						
Phase 2: Data Collection/Wrangling						
Data Collection						
Data Input/Cleaning						
Systems Mapping - Update-Financial Coding						
Data Analysis						
Phase 3: Report						
Interactive Dashboard Creation						
Recommendations Report and Presentation						
Report Validation, Revisions, and Finalization						

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PROPOSED COSTS

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Total Cost		\$142,550
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The Professional Services fees are budgetary, non-binding estimates based on the initial discussions with Vancouver Police Service. This pricing is valid for a period of up to 120 days from the date of the proposal.

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APPENDIX C: PROFESSIONAL SERVICES RATE CARD

Standard Consulting Rates (CAD)

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The rate structure has the following considerations:

- These rates are valid through to the termination date in this SOW and are subject to change thereafter.
- HelpSeeker will match the appropriately qualified staff member with the task that needs to be performed, resulting in the most reasonable price possible for the given task.
- A standard billable day is 8 hours.
- This Rate Sheet contains confidential business information. Do not disclose, copy, or distribute without written permission from HelpSeeker.

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