ORIGINAL

A Proposal to Undertake the Virginia Beach Housing/Homeless Crisis Response System Study and Enhancement

Prepared by:
OrgCode Consulting, Inc.

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EXECUTIVE SUMMARY

The landscape of service provision is significantly changing: the nation is in the worst economic downturn in 70 years; the *Affordable Care Act* has passed; the US Interagency Council on Homelessness has released its Strategic Plan – *Opening Doors* – and is working diligently across the country to build momentum in seeing results relative to the Plan; HUD has altered its approach to ending homelessness through the *McKinney-Vento Act* as amended by HEARTH. These are not small, inconsequential blips for service providers or mild amendments to how the homeless and housing response system operates in community. These are sea change moments that require deliberate, thoughtful, evidence-informed, solution-focused and data driven responses to ensure optimal alignment across each community, anchored within changes of practice that need to be embraced and practiced at the service provider level. Continuing to professionalize service delivery and make deliberate, strategic improvements at the service provider level is essential.

It has been our experience that there is some fundamental messaging that needs to be ingrained into the approach in the new reality:

- Because of requirements to function as a system, each organization in a community has a heightened responsibility to prove that what they are doing is working relative to the HEARTH indicators. Those that demonstrate success are likely to prosper.

- Staff are not alone. The experience of delivering service in the new reality is one that is shared by service providers across the country. There are thousands of staff coming to terms with how the landscape of service provision impacts their day to day reality and reaction and engagement with that new reality.

- Any approach to service delivery - more so than before - needs to have proven practices in place. Being well intentioned is insufficient. The proven practices need to be transitioned into many communities, and this is sometimes seen as threatening to those organizations that have built an infrastructure that has *managed* homelessness well, but is only in the fledgling years of understanding how to *end* homelessness.

- The changes afoot are not the next passing fad. They are real, tangible and credible influences in homeless and housing support service delivery. Some of the changes in requirements have been several years in the making and based upon almost a decade of research, meetings, monitoring of innovative practices, pilots, evaluation and policy development.

- Every community has the ability to influence how they respond to the changes, embrace new information and engage in renewed service delivery.

- This isn't "business as usual" with a new fancy name. Those service providers and communities that embrace change will do well. Those housing and homeless service agencies that do not embrace change are more likely to be left behind as organizations will be negatively influenced as a whole by those who are working at cross-purposes with where the community as a whole needs to go in ending homelessness.

- Organizations need to embrace that "some of us are smarter than one of us". The changes afoot are not predicated on rugged individualism where each service provider in community should operate with blinders, in a silo. Within organizations and across organizations, the system-based approach to addressing homelessness is one that actually celebrates accountability-based collectivism where the strengths of each are used to enhance the mission and results of the whole.

- Sustained, action-oriented leadership is required within the affected organizations and the community as a whole to champion the implementation of different processes and approaches to program delivery in the effort to end homelessness and in accordance with the requirements of funders.

This proposal outlines an outcome driven approach to improving the excellence of the service delivery system within Virginia Beach, drawing heavily upon our subject matter expertise and the

direct input of service providers in the community and other key informants within Virginia Beach and across the region. Oriented towards implementation, the proposal outlines an approach that examines current approaches to service delivery with an orientation towards improvements that can be made towards a desired state. This will include understanding the strengths within the service provider community, as well as an understanding of the gaps that exist.

When the optimal approach to service delivery within the Regional context and within the context of Federal requirements is known, it is our intent to map out the optimal process for service delivery and work with the community to enshrine that in the update of the 10 Year Plan to End Homelessness. To maximize opportunities for success, we are committed to providing the immediate training to work towards moving the system to its desired orientation, while also articulating the additional training and steps that will be necessary to increase the likelihood of success over the longer term.

Our firm is well equipped to complete the tasks at hand for a competitive price. OrgCode has, at the invitation of the United States Interagency Council on Homelessness – shared subject matter expertise on the fundamental aspects for a successful system orientation towards ending homelessness. The National Alliance to End Homelessness has hand-picked our firm to be one of a very small number of consultants that can assist communities with overall Performance Improvement relative to *HEARTH Act* requirements. Local communities like Baltimore have engaged us in updating their Plan, while others like Detroit have engaged us to create common assessment tools and new performance management strategies. In places like the District of Columbia our expertise has been used to train frontline staff on ways to better assess the needs of homeless families within a system-context, improving case management and evaluating housing delivery programs. Just last month we were the featured speakers at the Michigan Summit on Ending Homelessness delivering a workshop on *Thinking & Acting Like a System*, as well as an uplifting seminar on *Being Awesome* in direct service provision and a separate working *Using Assertive Engagement to Advance Case Planning Objectives* which provided practical training to practitioners on improving interactions with people with complex needs. Suffice to say, when communities hire OrgCode they are not paying for our learning curve. We are ready to engage with each community and its specific and unique needs within a broader understanding of what is happening – and working – in the field based upon evidence.

Our proposal outlines, in sufficient detail, the approach to completing each of the technical elements of the work and the timeline within which we have situated each so as to ensure successful completion of the work within your timelines. Our methods and approach is outlined in the proposal each step of the way. We want to ensure transparency in having communities understand what we plan on doing, when we plan on doing it and why we plan on doing it. We trust this is outlined satisfactorily in the proposal.

TECHNICAL APPROACH TO MEETING YOUR NEEDS

The outline of our approach follows the requirements as outlined in the RFP.

Propose a draft process plan, which will outline the steps that will be taken to arrive at a Virginia Beach community-wide, outcome-based housing/homeless crisis response system model.

November	December	January	February
▪ Kick off discussion ▪ Design and launch electronic survey with local service providers ▪ Identify and contact key informants for interviews ▪ Gather background documentation (e.g., 2010 South Hampton Roads Regional Housing Needs Assessment)	▪ Analyze background documents and data ▪ Conduct key informant interviews and analyze responses ▪ Close and analyze survey with local service providers ▪ Map out current process of service delivery ▪ Synthesize Federal requirements to educate community ▪ Initiate gap analysis ▪ Examine strengths of current approach to service delivery	▪ Outline Regional context ▪ Define "Center of Excellence" ▪ Identify opportunities for future technical assistance and professional development plan ▪ Complete gap analysis ▪ Map out optimal process for service delivery ▪ Review draft update of 10 Year Plan ▪ Roundtable with the local service provider community to identify most pressing priorities and credible action plans	▪ Recommendations provided on developing a Virginia Beach housing/homeless crisis response system model ▪ Training sessions for relevant service providers ▪ Assist with development of implementation plan ▪ Provide direction on update to 10 Year Plan ▪ Outline process steps for local non-profits to become Centers of Excellence ▪ Outline steps and recommendations for additional steps in order to achieve full implementation

Some further details on elements outlined in the process plan:

▪ The electronic survey can and should be sent to all service providers within the catchment area. This provides an opportunity to maximize the range of input from service providers to demonstrate inclusion and to get a firm handle on how service providers view their response within the changing public policy and funding climate.

▪ Key informant interviews are intended to focus on the Executive Directors and Boards of Directors of key non-profit organizations as well as other influential stakeholders identified in the communities of Virginia Beach, Norfolk, Chesapeake and Portsmouth so as to better understand the Regional context.

▪ Analysis of background documents and data will allow for advice on updating plans, improve our understanding of local context and specifically examine potential gaps between current approaches and Federal requirements, as well as gaps in current service delivery and promising or evaluated best practices from other jurisdictions. Strengths in service provision are also likely to be identified in this activity.

▪ Mapping of the current service delivery system is a necessary process function to see how end users of services (homeless individuals and families as well as those at imminent risk of homelessness) are accessing services and having their needs assessed, as well as the service delivery pathway that is informed from the assessment.

▪ Synthesizing Federal requirements is a short document that can be disseminated throughout the service provider community, as well as other parties that have a vested interest in the service

requirements, to explain what is occurring and how it impacts the ways in which services are organized, monitored and funded.

- Understanding the Regional context is informed by local policies, local economic conditions, the organization and alignment of service providers, state of homelessness, intended results of the local plan, and other variables that influence service provision and service outputs within the local context.

- The strengths of the current approach to service delivery are informed by an analysis of current methods and activities to evidence-informed practices that are proven to get results and where the current approaches are already aligned to Federal requirements.

- Recommendations follow the SMART philosophy – Specific, Measurable, Attainable, Realistic and Timed recommendations that are clearly articulated to inform action.

- Training sessions will have a learning objective outline and predetermined knowledge transfer strategy aligned to adult learning principles, which will be implemented by experienced OrgCode staff.

- Centers of Excellence will be grounded in theory and practice of what it means to be a Center of Excellence and a service and alignment pathway to achieve this objective, drawing upon the strengths of providers.

- Community Roundtables will be used to present ideas on the main currents of thought and practice relative to the Federal requirements, promising practices from other jurisdictions, the experience of end users of the system and the opportunities of within the local context. Service providers will then be engaged in a process known as *Breakthrough Thinking* to identify the areas that they believe are the most important to address and which are the most complex to address, prioritize those items and create credible action plans of how they would move the idea forward to improve the service delivery system.

Assist DHNP staff in developing a Virginia Beach housing/homeless crisis response system model. Considerations contributing to the development of the system model will include reviewing and updating existing conditions, gap analysis, Federal requirements, Regional context, future need and local service providers.

Task	Approach
Review and update existing conditions	We will analyze those portions of the 2010 South Hampton Roads Regional Housing Needs Assessment report that pertain to the Virginia Beach homeless assistance system. We will capture applicable data source information to update the report, with an intent to develop a current, functional inventory of existing Virginia Beach system components. This will include a list of providers, facilities, services and number of shelter beds. We will put the information into an Excel Worksheet or Access Database based upon the request of the funder, to allow for future updates and searching capabilities. We will use the existing conditions as a reference point for the gap analysis, as well as better understanding the Regional context, adherence to Federal requirements, and establishing a sense of future need within the community. Data for the existing conditions will be established through multiple methods including: the community survey; email contact with service providers; baseline information through 211 or other local technology (if available); web searches; and, existing inventory and distribution lists relevant to the 2010 report.
Gap analysis	We believe that gap analysis requires defensible methods so that the analysis is grounded in fact rather than anecdote or unsubstantiated opinion. In order to undertake and analysis of this type will require: - detailed questions contained within the provider survey so as to illuminate current practices which can then be compared to main currents of thought and practice in the sector - questions within the key informant interviews that invite detailed commentary and the opportunity to glean more empirical information which can then be

	compared to main currents of thought and practice in the sector - mapping of the current approach(es) to assessing and addressing the needs of individuals and families that are homeless or imminently about to become homeless within the service delivery system - a review of background information, documentation and data which will allow for a comparison between objectives, achievements and messaging relative to the main currents of thought and practice in the sector As subject matter experts in the field of homelessness and housing service system design, we are confident that we can examine the current state of operations to a desired state of efficiency, governance, capabilities, functioning, system navigation, etc. in a way that builds upon the strengths within the community to close the gap, rather than a deficit orientation.
Federal requirements	Federal requirements present unique challenges/opportunities for most communities. ESG and CoC Regulations pertaining to aspects of the HEARTH Act, in the past year, have had a revolutionary impact on most communities. Not the least of these is having communities function as a system – not a collection of projects. But in addition to Federal requirements are opportunities related to Federal initiatives that communities can leverage, subject to local needs and Regional context. For example, *Opening Doors* (the Federal Plan to End Homelessness) provides good strategic advice for communities. The *Affordable Care Act* presents an opportunity to examine integration of health services in Permanent Supportive Housing, for example, for specific populations when it is warranted. And there is the likes of what Secretary Shenseki has promoted and made available for homeless veterans. Figuring out which of these opportunities makes the most sense and in which order requires careful strategic thought for each community to maximize the effectiveness of its housing and homelessness response system.
Regional context	We are committed to connecting with the Planning Council and better understanding and positioning Virginia Beach within the Regional Context, and partnerships with the cities of Norfolk, Chesapeake and Portsmouth. Plainly put, geography matters. The location of Virginia Beach and its proximity to other communities – within short distance – presents unique opportunities and challenges that a community that is more isolated simply does not face. Moreover, because of the Regional geography and Virginia Beach being approximately double the size of the likes of Chesapeake and Norfolk, service delivery systems and multi-site organizations tend to have a larger center orientation. At times this is helpful, while at other times presenting unique resource issues. All of this must be effectively understood and the plan must demonstrate what is within the scope of Virginia Beach to plan and manage.
Future need	Various products in the financial industry warn "past performance does not dictate future results" or some similar phrase. The same rule applies to determining future need in human service delivery. Estimates of future need requires scientific modeling that takes into account such variables as scale of investment in the issue/solution, rental market vacancy and capacity, current system orientation and capacity, service system demands by population/sub-population, economic/labor projections, population growth, community affordability, access to health resources, and the like. It would also seem that this assignment presents an opportunity to discuss system changes, service delivery changes and updated strategy within the Plan to End Homelessness. Each of these has the potential to impact future need and how need relates to both demand and supply of available supports and housing. As such, various scenarios of future need should be presented, with greater precision based upon available evidence for the first 3-5 years of plan implementation, and a framework for updating an understanding of need for years 6-10 that can be considered for the community.
Local service providers	We are proud of our level of engagement with service providers in the communities where we work, and the rapport and trust we are able to build with those providers. In almost all instances, what is being proposed in community is a change from the current way of functioning, and change management and change transitions is rarely – if ever –

	successful when there are poor relationships between the consulting team and the service provider community. Respect is the currency of these relationships – we need to respect and work with local experience and expertise; we need to earn the respect of the service providers that we know what we are talking about and are sensitive to their issues.
	Three activities – the community survey, key informant interviews and mapping – are all opportunities for engaging with service providers that allows them to provide input on the system model and highlight their strengths – as well as safely identify opportunities for professional development.
	The OrgCode team assigned to this project features a strong blend of experience as: practitioners (knowledge of what it is like to be "in the trenches" each and every day); researchers (knowledge of what is *proven* to work elsewhere, why and its potential replication); trainers (knowledge of how adults learn, how organizations change and how to position new information so as to optimize the implementation locally); and, theorists (knowledge of the foundational arguments as to why a system should be designed in such a way, how to leverage legislative requirements within a service delivery context, standards of social work practice, etc.). This blend of skills allows us to meaningfully engage with local service providers across many different "levels" for the betterment of the community as a whole. Moreover, it allows us to inspire confidence that the work being conducted is not simply another report that will remain on a shelf, never to be discussed or used. It also allows us to tangibly connect the dots across various community resources to help embrace "excellence" as a core commitment across providers, while also working to create a Center of Excellence.

Assist DHNP in developing a Virginia Beach homeless crisis response system implementation plan.

Our experience suggests that there are core elements to successful implementation plans, and we would hope to work with the DHNP in developing an implementation plan that:

1. Is strategic, and has a strong rationale for why a particular strategy or technique is being outlined in the plan.

2. Has a defined scope for what the plan attempts to achieve – as well as clearly defining what is out of scope, if necessary.

3. Identifies the activities required, the types of interventions/approaches that would be considered appropriate for those activities, and the purpose of the activities relative to each strategy.

4. Indicates the funding source for key activities, when funding is required, and either the amount of funding or order of magnitude of funding required for each aspect of the implementation plan.

5. Determines which group/individual is responsible for implementing each aspect of the plan, as well as which group/individual is responsible for monitoring or providing oversight to each implementation area.

6. Sets targets that are focused on the quality of service delivery, not simply a quantity of service delivery, taking into account both the outputs of service as well as defining the outcomes expected of the service.

7. Establishes timelines for implementation of each strategic area and each activity within each strategic area.

Review and provide direction on a draft update of the Virginia Beach 10-Year Plan to End Homelessness. The plan update should identify opportunities for collaboration & service coordination, and include revised plan elements to support successful implementation.

We were pleased to see this as a required component of the work. Since the initial Virginia Beach plan from 2007, there have been changes in policy and knowledge related to homeless and

housing programs and services. The understanding and use of data has been improved. Local communities have a better appreciation of how difficult it can be to orient a system towards ending homelessness, from managing homelessness.

Key, in our opinion, from the 2007 plan is an approach focused on phasing. An examination of Plans to End Homelessness from across the country reveals that many are now inoperable or were never implemented. In large part this can be attributed to some communities having strong momentum from the start and then crippling under the pressure to perform. Others set unreasonable expectations of funding or performance of service delivery. One need to look no further than the likes of New York City with its Plan to End Homelessness within five years rather than the usual ten year time horizon, only to now be in a place where they are exponentially increasing shelter beds. In instances such as this one can point to poor planning, but even more to failed implementation.

"Collaboration" is a word with its genesis post-industrial revolution, meaning "to labor together". It is an apt choice of words when one speaks to how systems of support need to share responsibility across service providers to have the most optimal net effect. We are committed to presenting opportunities for collaboration.

Service coordination is borne out of an understanding of how to get the right person (family) to the right intervention at the right time in order to end their homelessness. When service coordination is examined from the perspective of the end user of the services, we are more inclined to see the most efficient and effective pathways out of homelessness. We are committed to presenting opportunities for service coordination.

Facility sharing in a regional context presents unique opportunities and challenges. To maximize the benefit, one needs to look beyond a more simple design of co-location, to one where the end user of services is better served as a result of more than one service provider being within the same facility. Consent to share information and privacy considerations require specific attention in this type of service orientation to best serve clients and improve the seamless delivery of services across providers in the same facility.

With regard to updating/revising specific plan elements, we feel that our approach to engagement with the community will provide ample opportunity to gather input. We are particularly interested in having community coalesce around a shared vision. It is our contention that a vision is a *future based, current reality*. What does that mean? It means that all decisions made in the present *must* support where the community sees itself in the future. Communities cannot hold on to practices that are proven to be not as effective as other practices and expect there to be promising change in the homeless and housing delivery system. This is akin to having all of the ingredients to make a vanilla cake, but expecting it to taste like chocolate.

We believe that goals in plans must be SMART (specific, measureable, attainable, realistic and timed) for each goal to be actionable and for there to be accountability related to the goals. The objectives are born out of the goals and hold the strategy of the Plan together. As such, objectives should demonstrate movement in how the system as a whole is going forward from its current state to the future state. Specific initiatives can become discrete projects within the overall plan relative to the objectives, which support the goals of the plan.

And then there is accountability. Execution of a plan is the discipline of getting things done. This discipline requires no ambiguity with regard to which group/individual is responsible for activating each part of the plan. Each of these elements needs to have a logical sequence and be time. Each aspect must be achievable rather than an aspiration. Related thereto, analysis of failed plans reveals that one of the things that almost all of those plans share is that targets and actions contained within the plan were impossible to achieve…that metrics of where the community wanted to be were completely out of whack with the reality of direct service delivery within the timeline of the plan. Targets should stretch service providers without breaking them and should

move the homeless delivery system forward, but they should be possible to achieve. Monitoring progress related to the objectives should be a straightforward task with a handful of compulsory indicators and outputs to be tracked on a fairly regular basis, with outcome analysis situated within a more longitudinal perspective.

Identify which system-wide capacity building and technical assistance activities will be needed in order to support successful implementation of the updated system model.

Through our work with the community we will identify the system-wide capacity building and technical assistance activities that are required in order meet the expectations of the service delivery model and system approach that is borne from the assignment.

One of the errors many communities make is that they do not think of learning strategically. What is required is a performance improvement plan that focuses on professional development from a strength-based perspective. If training is focused on deficits within the community, buy-in and implementation of lessons learned is much more difficult to achieve. It would be our intention to sequence learning objectives and capacity building in a way that logically supports the plan.

It is also our understanding from the RFP document that some training will be required within the community. We will identify and deliver those elements of training that are most integral to moving the system as a whole towards a renewed commitment of ending homelessness within the changed environment of service delivery, and in accordance with Federal requirements. We are specialists in adult learning, and several members of our project team have extensive training experience. Also, as many members of our team are former practitioners with frontline experience, we are able to seamlessly blend knowledge that is required at a senior management level relative to how the system needs to perform as a whole with the operational reality on the frontline – what we need those that interact with homeless individuals/families on a daily basis to do in order to be successful in transforming the system as a whole.

Identify process steps for local non-profits to build on existing strengths and develop into specialized "Centers of Excellence" that can serve the entire region.

We are committed to identifying the process steps that will make it possible for local non-profits to build upon their strengths to develop into specialized "Centers of Excellence" that can serve the entire Region, so long as two conditions can be adequately met:
   a. "Centers of Excellence" can be appropriately defined so that there is a shared understanding of what is meant by the phrase and the expectation of services relative to the term;
   b. There are local non-profits with the attributes necessary to support the specialized "Centers of Excellence".

These two conditions are likely to be achieved with ease, but are necessary to note nonetheless. The notion of a "Center of Excellence" is conceptually aligned with what is occurring in several other communities relative to the system requirements of the *HEARTH Act*. For example, when one explores the potential approaches to providing coordinated access and common assessment in a community (a requirement of HEARTH), building capacity within the sector to deliver upon this requirement.

Provide an outline and recommendation for additional steps needed to support full implementation of the system model.

We will provide a detailed outline with comprehensive recommendations on what additional steps will be needed to support full implementation of the system model and the actions and accountabilities required to achieve the full implementation. This will be completed with an orientation towards the system as a whole and the functional aspects of each part of the system that comprise the entire service delivery approach within Virginia Beach. Moreover, the additional

steps will all be oriented towards fulfilling the vision, goals and objectives of the Plan so that those internal and external to service delivery can easily understand the logic.

AN OVERVIEW OF ORGCODE CONSULTING, INC.

OrgCode is based in Port Credit, Canada. The firm has an international reach. Striving to be the greatest niche consulting firm of its type and the antidote to the status quo, OrgCode has worked with over 175 clients across 67 industries and all major sectors, including: public, private NGOs and NPOs. Our staff are Nexus Certified and considered to be Trusted Travelers by the Governments of Canada and the United States. Our proximity to airports in Buffalo and Toronto allow us to provide competitive rates for accomplishing our work in North America and abroad.

Nimble, flexible, multi-disciplinary and what some may describe as nerdy in a hip sort of way, OrgCode has a client satisfaction level of 95% over the past 30 years due to our attention to detail, innovation and passion for our work. We have an overwhelming desire not to be "cookie cutter" in our approach to meet client needs and our intent is backed up by proven results. Dedicated to Social Responsibility, we take pride in positively working with communities, organizations and individuals to make each corner of the world where we work a better place. It is a privilege to do the work we do.

Our clients range significantly in size and complexity. For example, in assisting public sector organizations, we have worked with State & Provincial governments such as Minnesota, Michigan, Alberta, Saskatchewan and Newfoundland and Labrador to large urban centres such as the District of Columbia, Detroit, Baltimore, Toronto and Metro Vancouver with its 23 municipalities. Our mid-size clients have included the likes of Lincoln, Lansing, Simcoe County and the Regional Municipality of Waterloo while our smaller clients include the Cities of Lethbridge and Medicine Hat as well as the Counties of Lambton and Oceana. Our work in the private sector has ranged from industry stalwarts such as American Express, Xerox, TELUS and Ford Motor Company to smaller firms such as SkyDome Productions. We have worked with multi-million dollar non-profit, community-based organizations and Continuums of Care that play a leadership role in their communities such as Homeward Trust Edmonton, Homeless Action Network of Detroit and large influential non-profits such as the National Alliance to End Homelessness in Washington, DC and the Corporation for Supportive Housing. Our client roster also includes medium and smaller non-profits like the Medicine Hat Community Housing Society, the Community Council for Youth & Children of Elgin County, the Women's Shelter Society and Pride Toronto.

The projects that we engage are driven by our interest in the context, purpose and objectives of the projects that directly connect with our skill set and experience. If we do not have something of value to offer, we don't engage.

The OrgCode motto is *"Catalysts for Better Outcomes."* We live and practice our motto in five distinct sectors of service, as outlined in greater detail on our website www.orgcode.com and summarized below:

1. **Ending Homelessness**
   Our practice includes helping communities move from managing homelessness to ending homelessness. Our in-depth understanding of strength- based programming, trauma informed lenses of inquiry and culturally appropriate perspectives provides us with a solid knowledge platform to remain client-centred while working to transform systems of services to best meet client needs.

2. **Housing Services**
   We view housing as an anchor to the community planning process, the locus where individuals and families connect with the broader community. We also see housing – through its policies, development, maintenance and stabilizing impacts — as a key

instrument for achieving economic stability and prosperity for the individual and community. We use evidence-based and evidence- informed practices in the design and delivery of housing services often rejecting or transforming the dominant paradigms related to housing services.

3. **Policy and Planning**

    Our practice includes policy and planning that links information gleaned through needs assessment and other research to create options and a plan for a desired, different future. We work with organizations, com- munities, cities and regions in policy development and planning to help chart hope, define goals, clarify responsibilities and lay out strategy. In our work with policy and planning, we use evidence-based and evidence-informed approaches so that the documents represent facts, not anecdotes. In our experience, the act of planning and policy development is empowering when input is systematically gathered from a range of traditional and non-traditional sources. Overall, we see policy development and planning as an opportunity to focus on positive change for all people involved and impacted from the individual to the organizational level. We recognize that there are natural tension points that should be embraced instead of ignored in any authentic and meaningful process.

4. **Research and Knowledge Production**

    We believe that the value of solid, reliable data cannot be understated. The presence of good data in human services can mean the difference between the right intervention and creating harm...between meaningful service and just meaning well. Part of being hip in a nerdy sort of way at OrgCode is how we embrace both qualitative and quantitative data by using defensible methodologies and ensuring that the plural of "anecdote" is never a substitute for "data". We are opposed to self-declared "best practices" without the support of a comprehensive evaluative framework. We know that evidence-based and evidence-informed practices can be reliably replicated or improved.

5. **Vibrant Organizations**

    A vibrant organization is one that can adapt and thrive in response to the changing needs of clients, constituents, funders, regulatory agencies or economic cycles. An organization that does not adapt or grow will die or, perhaps worse, become irrelevant. OrgCode helps leaders, managers, supervisors and the people in organizations embrace change. We are experts in how organizations of all types change, adapt and excel in shifting environments and circumstances. We never underestimate an organization's instinct for self-preservation but being a vibrant organization is more than just surviving — it's about contributing to society in ways that make a difference to all of its stakeholders.

ORGCODE'S ORGANIZATIONAL STRUCTURE

OrgCode Organizational Structure
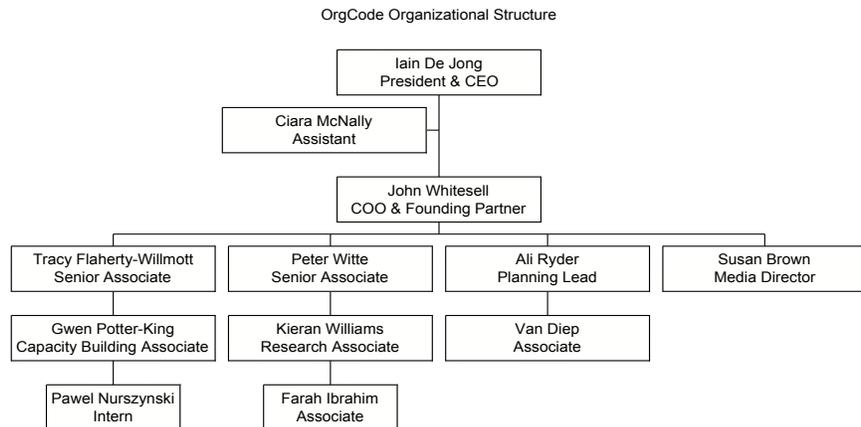
ORGCODE TEAM MEMBERS INVOLVED IN THIS PROJECT

Iain De Jong

Iain is the President & CEO of OrgCode Consulting, Inc. Iain is an internationally recognized expert in housing and homelessness. The United Nations' World Habitat Awards acknowledged Iain's work as one of the eight best housing programs in the world. The Canada Mortgage and Housing Corporation celebrated his achievements as a National Best Practice in Affordable Housing. Deloitte and IPAC bestowed Iain's work with the Gold Leadership Award. And that is just a flavor of the almost 20 awards and prestigious accolades his work has received.

At the request of the Interagency Council on Homelessness, Iain has provided subject matter expertise on system-based approaches to ending homelessness and has also blogged on the subject for the National Alliance to End Homelessness. He is one of a handful of consultants selected by the Alliance to deliver Performance Improvement Clinics to assist communities to analyze their data and prepare for the *HEARTH Act*. In addition, he provides training expertise to the Corporation for Supportive Housing, helping communities and housing providers align their programs for ultimate success in program delivery.

An accomplished and sought-after speaker, Iain has recently been called upon to provide the keynote address for the Michigan Summit to End Homelessness, Crossroads Rhode Island, the ROOPH Awards, Social Housing in Action and the Minnesota Housing Finance Authority. He has been amongst the top ranked presenters at the Summer and Winter National Alliance to End Homelessness Conferences on Ending Homelessness for seven years straight. In the past year alone he has made more than two dozen addresses to elected officials of various orders of government on the importance of ending homelessness.

In addition to the projects and technical assistance noted above, examples of the types of projects Iain has been leading over the past couple of years include revamping Baltimore's 10 Year Plan to End Homelessness, assisting Greensboro in implementing a coordinated access response, guiding Detroit through the development of a common assessment tool across all service providers, redesigning assessment tools for youth serving organizations in Minneapolis, creating an evaluation framework for Portico in St. Paul for their housing programs, assisting the District of Columbia in improving prioritization and assessment, and helping Lincoln improve its data use to improve programs. He has also authored the affordable housing and community plan on homelessness for almost a dozen communities, helped dozens of boards of directors improve their program management strategies and program alignment, provided Team Leader training, developed Housing First programs, redesigned funding allocation models for various governments, provided projections on Permanent Supportive Housing needs, redesigned income supports for a Region encompassing three large urban centers and has developed policies and procedures for dozens of housing and homelessness programs.

In 10 years working for the City of Toronto, Iain was instrumental in creating the first set of standards for the $114 M shelter system, established an award winning quality assurance program for the shelter system, and a performance measurement program for $170 M in homelessness and housing services investment annually. He also managed the largest building condition study of the public housing portfolio. He is best known, however, for his work creating the internationally acclaimed Streets to Homes program, responsible for helping more than 3,000 people find their way from homelessness to housing in less than five years with more than 90% of them remaining housed during that time, while reducing street homelessness by more than 50%.

Iain has worked in government, the non-profit sector and the non-governmental sector throughout his career. From being a high school teacher in Oakland to a community-development worker in St. Lucia, Iain has travelled far and wide to advance a comprehensive social justice agenda that challenges the status quo. His skeptical empiricism and data driven approach has been heralded in a range of environments. He also holds a Faculty Position in the Graduate Planning

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Programme at York University. His published works are diverse, ranging from research on bed bugs as published by the Centers for Disease Control, to poetry on street life and substance use, to analytical pieces on poverty published by obscure Australian journals.

John Whitesell

John is the COO and Founding Partner of OrgCode. He has been consulting for 30 years, constantly at the helm of OrgCode through its various evolutions. For the past decade or so, John has been ensuring a strong focus of the firm in addressing the needs of non-profits and government in the areas of performance management and effective service delivery systems, after almost two decades of working almost exclusively with industry stalwarts like American Express, Nintendo, CIBC, Steelcase, SPRINT PCS and the like.

John has a PhD in Organizational Psychology from Duke University. He uses this unique skill set to help transform specific organizations as well as complete service delivery systems. An accomplished executive coach and a Level IV Facilitator, John is gifted at helping leadership within the community orient themselves towards the desired future state of their organization and system of service delivery as a whole. He is also accustomed to working with senior leadership teams within organizations and Boards of Directors.

John is renowned for his work in creating effective performance management systems for human services delivery. This has included the likes of redesigning the performance measurement program for community services across Saskatchewan, performance measurement for the Government of Newfoundland and Labrador's Poverty Reduction Strategy, and the City of Toronto's Consolidated Homeless Prevention Program and Homelessness Partnership Strategy funding.

Along the continuum of available homelessness data, John is especially interested in advancing Point in Time Homeless Counts and surveys of respondents. He has spearheaded counts across 24 municipalities over the past two years. He has demonstrated how to best collect and analyze this type of data within a regional context. He has also improved methods related to collecting youth-specific homelessness data.

Other projects that John is currently engaged with include the homeless plan for the City of Kingston, creating the homeless plan for Huron County, executive coaching for non-profit leaders and updating the strategic plan for PRIDE Toronto.

Peter Witte

Peter Witte is an urban planner, homelessness and affordable housing researcher, and writer. He joined OrgCode as a Senior Associate following two years working as a researcher for the Homelessness Research Institute at the National Alliance to End Homelessness in Washington, D.C. During his time there, Peter authored numerous research and policy reports focused on homelessness, poverty, and affordable housing, including the influential and popular *The State of Homelessness in America* series, which garnered coverage in major media sources from across the United States, including The *Washington Post*, The *Atlantic*, The *Huffington Post*, CNN, NPR, and C-SPAN. He also has experience writing and editing articles on national best practices in affordable housing development for the U.S. Department of Housing and Urban Development's Office of Policy Development and Research.

Prior to his national level work, Peter worked in Montgomery County, Maryland for the Maryland National Capital Parks and Planning Commission, where he served as a research associate on the county's extensive zoning code rewrite project. He has also worked as a planning associate for the Maryland Department of Planning where he conducted research on smart growth policy and legislation. In addition, he has over a decade's worth of experience working in a number of capacities in the banking, insurance, and restaurant industries.

Peter holds a Bachelor of Science in Political Science from Southern Illinois University Edwardsville, and a Master of Community Planning with a specialization in land use and environmental planning and urban design from the University of Maryland in College Park. The University of Maryland awarded Peter with the 2009 Samuel J. Lefrak Award for Scholarship and Commitment to the Planning Profession.

Tracy Flaherty-Willmott

Tracy is known for her East Coast charm and wit, tenacity, creativity and steadfast commitment to improving access and opportunities for disenfranchised residents and communities. Drawing upon 20 years of practical experience in the fields of homelessness and housing; addictions and mental health; strategic planning, community engagement and team building, Tracy has proven to be a formidable catalyst for change.

In previous experiences with nonprofit, private and government sectors, Tracy has focused on the accessibility and acceptability of services, programs and systems aimed at improving wellness and independence. Whether working directly with street involved youth; facilitating training for front line service professionals or evaluating programs, Tracy has demonstrated her commitment to evidence-informed practices, outcome-based programming and solution-focused approaches. Having lived and worked in many diverse regions, Tracy is dedicated to guiding strategic change with an appreciation of the local context and the many nuances that create the unique fabric of each "community".

Tracy has had first hand experience redesigning homeless service delivery systems and creating and updating a Plan to End Homelessness. Prior to joining OrgCode she was the point person and community leader in a mid-sized city that has been heralded as one of the most progressive and successful plans and implementation strategies.

Tracy holds a Bachelor of Arts (Political Science and Psychology) and a Post-Diploma Certificate in Criminology from Memorial University of Newfoundland.

Kieran Williams

Kieran holds a Master Degree in Political Science and another Master Degree in Social Planning. He is also a former editor and contributor to *Public Sector Digest* and has been published on a wide range of subjects, from harm reduction programming to performance metrics. His research work has focused on affordable housing, various dimensions to how we construct "affordability" and how this impacts people across the income spectrum.

During his tenure with OrgCode, Kieran has spearheaded census and housing market analysis for the County of Simcoe, created discharge planning assessment tools and service integration protocols for provincial hospitals when they are releasing homeless people, conducted data and financial analysis for the formation of a new funding allocation model for the government of Alberta, and has been instrumental in the design of a family homelessness assessment tool.

Gwen Potter-King

Gwen has a Master Degree in Social Planning to go along with her two undergraduate degrees in Psychology and Environmental Studies. After many years of holding management positions in the Financial Services and Banking Industries, Gwen opted to apply her skills and expertise to social issues and community engagement.

An accomplished researcher, Gwen has been instrumental in designing surveys and public engagement strategies for a range of OrgCode assignments. She has led community based research exploring the housing needs of exploited women involved in sex work, completed

interviews with harm reduction workers on their experience in service delivery, and provided recommendations to improve policy and service delivery based upon operational insights from the frontlines.

ORGCODE PROJECT PROFILES

In the table below is a list of recent projects that OrgCode has been involved with in the last three years that have required a comparable skill set to what is being requested for the Virginia Beach area.

Location/Client	Description
National Alliance to End Homelessness (NAEH), Washington, DC	OrgCode is privileged to be associated with NAEH in various capacities, including: technical advisors on implementation and training for homeless programs and services in accordance with the HEARTH Act; undertaking Performance Improvement Clinics with shelter and other homeless and housing service providers across the USA; program and data analyst on local investments and outputs in homeless program delivery; funding application review for various state housing and homeless programs; expert forum trainers at National conferences. At the request of NAEH, OrgCode has also provided guest blogs and subject matter expertise for the NAEH website, and these blogs remain amongst the most visited content on its site.
Corporation for Supportive Housing, USA	We have been pleased to be engaged with CSH. Our past work for them has included: • training in effective housing program service delivery • performance management for housing programs
Homeless Action Network of Detroit	Our work for the Homeless Action Network of Detroit has included: • redesigning shelter and housing delivery system for homeless persons • development of performance management strategy • creation of values and principles to govern investment • redesign of annual funding allocation process • establishing metrics for service delivery in accordance with HUD requirements We are currently in the process of assisting HAND in creating a coordinated access system for housing and homeless programs across Detroit, in alignment with their local plan to end homelessness and state directives.
State of Michigan	Our work for the State of Michigan has included: • keynote presentations at the Ending Homelessness State Summit • training on Emergency Shelter Grant application for housing solutions • prioritization in housing service delivery training • Housing First and Rapid Re-Housing training • State Conference on Ending Homelessness training sessions in September 2012, October 2011 and October 2010
State of Minnesota	Our work for the State of Minnesota has included: • workshops on effective Rapid Re-Housing and Housing First interventions • workshops on homeless prevention initiatives • assistance to the Housing Finance Agency in establishing funding priorities based upon Homeless Management Information System Data
Crossroads Rhode Island - Providence, Rhode Island	OrgCode has been working with Crossroads Rhode Island – the state's largest housing and homeless service agency – with strategic alignment to promising practices in service delivery and requirements of *HEARTH Act.*
City of Baltimore, MD	OrgCode was been retained by the United Way in Maryland to work with the City of Baltimore to revamp the community's 10 Year Plan to End Homelessness. This requires engagement with stakeholders throughout the community, extensive data analysis and a re-write of the Plan.

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Community of Hope, Washington, DC	OrgCode is working with the Community of Hope – a large multi-service organization in Washington, DC – to create an evaluation framework for its housing and homelessness programs and improvement alignment and prioritization for families seeking housing assistance. The work also is engaged with the Department of Homeless Services in DC to improve service access, intake and assessment for homeless families in the District.
Lincoln, Nebraska	OrgCode has worked in partnership with the NAEH on analyzing local service data and working to improve the coordination of service delivery in the community.
Oceana Homes Partnership	OrgCode has worked with this community nestled in western Michigan to improve its assessment and case management strategies in working with homeless individuals and families throughout the county.
Lansing, Michigan	OrgCode has worked to help the community better understand how common assessment improves service delivery in a system context throughout the community.
County of Simcoe	OrgCode has been working with more than 100 community stakeholders in the redesign of the homeless and housing response system across Simcoe County. This will culminate in the development of a new plan to end homelessness and comprehensive affordable housing strategy.
Regional Municipality of Waterloo	In 2012, OrgCode was retained by the Regional Municipality of Waterloo to examine how the Community Start-up Maintenance Benefit (CSUMB) has been used historically to assist with housing access and stability amongst market rate and social housing clients. OrgCode has worked with over 100 local stakeholders in redesigning this income benefit.
City of Kingston and Frontenac County	The City of Kingston and Frontenac County retained OrgCode to prepare its Community Plan on Homelessness. This involves an extensive review of existing plans, policies and service use patterns with the objective of aligning services across the community.
City of London	OrgCode was retained by the City of London to research and develop a Community Housing Strategy and a Community Plan on Homelessness. The development of the plans involved work with a strategic group of stakeholders identified by the City to provide direction to the project; working with staff from planning, finance, housing and income supports; review of housing and planning data; conducting dozens of community consultation sessions with various interested parties; hosting open houses with the general public; interviewing persons that had experienced housing instability and homelessness; reviewing hundreds of policy documents and published literature; and making presentations to Council Committees and Council.
Community Addiction Response Strategy, London	OrgCode was hired to redesign the Community Addiction Response Strategy so that it would be operated in alignment with what was envisioned in the Community Plan on Homelessness. OrgCode provided training to the team on effective outreach and engagement strategies.
Lambton County	OrgCode was retained to develop an affordable housing strategy for the County as well as plan on homelessness. The research required an extensive examination of available housing data; a review of income data; consultations with community agencies, developers, the general public, Aboriginal organizations, health officials, etc. in various pockets throughout the County.
Government of Alberta, Human Services (and formerly Housing and Urban Affairs)	Development of province-wide homeless and housing program evaluation framework, funding logic model, and funding agreement framework for local investments in ending homelessness. OrgCode has also created the allocation model and policy framework for investments in local communities for the purpose of ending homelessness. OrgCode has also been retained to create a hospital discharge assessment tool and program pathways for persons leaving hospital that are homeless.

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Government of Alberta, Alberta Health and Wellness, Alberta Health Services	Alberta Health retained OrgCode to undertake a needs assessment on Permanent Supportive Housing across each of the seven larger urban centres and provide advice on the type of PSH and population to be served in each. OrgCode was also retained to create an evaluation framework for investments in PSH for homeless persons, aligned with the provincial plan to end homelessness.
Homeward Trust Edmonton	Homeward Trust is the designated Community Based Organization (CoC) responsible for implementation of the 10 Year Plan to End Homelessness in Edmonton, and is acknowledged by the City of Edmonton and the Province of Alberta to have this authority. Our work with Homeward Trust Edmonton has several discrete components: • development of training materials for homeless and housing service providers across Edmonton • strategic planning and governance review with the Board of Directors • organizational development for HTE since 2009 • capital investment and support strategies • funding agreements and program monitoring between Homeward Trust and non-profit service providers • community-based research, working with a non-profit service provider, to determine the best service approach for women involved in sex work and homeless
Medicine Hat Community Housing Society	The Medicine Hat Community Housing Society (MHCHS) is the designated CoC responsible for implementation of the local plan to end homelessness in Medicine Hat, and is acknowledged by the City of Medicine Hat and the Province of Alberta to have this authority. Our work with the Medicine Hat Community Housing Society has several discrete components: • development of policies and procedures for Rapid Re-housing program delivery • support and coaching for the program manager • strategic advice to the Board of Directors and Executive Director on program design and program monitoring • training for homeless and housing service providers
City of Grande Prairie	The City of Grande Prairie has a 10 Year Plan to End Homelessness that aligns with the Government of Alberta's 10 Year Plan to End Homelessness. They make local decision-making regarding funding and establish the training direction to ensure compliance with the plan goals. OrgCode has provided training on effective housing program design and service delivery, with a direct interface with emergency shelter and interim housing service delivery. OrgCode has also undertaken a program review of the housing programs related to the delivery of services.
Alpha House, Calgary	Alpha House is a multi-service agency in Calgary funded by the Calgary Homeless Foundation to deliver specific programming relative to the local and provincial plans to end homelessness. OrgCode has been involved in the development of policies and procedures for the housing program in accordance with requirements for Canadian Accreditation and meeting the needs of the local funder. We have also been involved in a review and gap analysis of their housing program for chronically homeless people and provided recommendations regarding service improvements and how to most effectively address gaps. Furthermore, OrgCode has provided professional advice in the design and program implementation of harm reduction focused permanent supportive housing.
City of Red Deer	Our work on 10 Year Plans to End Homelessness and affordable housing for the City of Red Deer includes: • evaluation of permanent supportive housing • process evaluation for housing and homeless programs • community presentation on effective housing interventions • for homeless persons • presentation to City Council on homelessness, housing and effective

	community investment strategies

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Government of Newfoundland and Labrador	Our work with Newfoundland and Labrador has been two-fold: 1. developing performance metrics for the Province's Poverty Reduction Strategy across 100 initiatives, and, 2. training on prioritization and case management in delivery of services to formerly homeless persons
City of Lethbridge	Our work for the City of Lethbridge in implementing their local plan to end homelessness has included: • orientation for City Council on housing and homeless issues • youth housing program development • post-incarceration housing program development • prioritization training for housing programs • training on housing case management • program integration between shelter and community-based housing providers
Metro Vancouver	Our work for Metro Vancouver included: • developing methodology and surveys for the 2011 Metro-wide housing needs assessment and homeless count that involved 23 municipalities • community consultations on homeless count design • recruitment, coordination and training of over 700 homeless count volunteers • implementation of 24-hour, point-in-time homeless count March 16, 2011 • data retrieval, input and analysis of survey results • preparation of info-graphics for each municipality with report card statistics and release of preliminary report in May 2011
City of Edmonton – Edmonton Homelessness Commission	Our past work for the Edmonton Homeless Commission has included: • research and analysis regarding Permanent Supportive Housing needs in Edmonton • research and development of the Welcome Home program for effective involvement between the volunteer community and service initiatives that assist formerly homeless persons to reintegrate with the community • research and analysis on effective solution-based street outreach strategies

METHODS AND ANALYSIS TO BE USED IN THIS PROJECT

The methods and approach to analysis that will be used in this project are outlined in the table below:

Method	Commentary
Document review	Document review needs to happen within a framework that allows for the organization and analysis of information from the document being reviewed. We establish an outline of the thematic elements to be reviewed in past documents and organize a list of data sources from the documents being reviewed. This allows for proper objective analysis moving forward.
Community survey	The familiarity of the likes of *Survey Monkey* is a blessing and a curse. It is a blessing because it is a low-cost, easily understood, easy to analyze approach to collecting input from a broad range of interests within the community. It is also easy to use snowball technique where service providers have the opportunity to forward the survey onto other service providers. The curse is that an electronic survey – like any survey tool – does not always have optimal response rates. When we use an electronic community survey, it is helpful to push out reminders and also have some local champions that are willing to remind others of its importance at the likes of sector meetings.
Key informant interviews	Key informant interviews, in our opinion, are necessary to round out the information collected through the community survey. Using a semi-structured interview guide, the key informant interviews provide the opportunity to explore a range of strategic aspects related to the work with influential entities within the community, while also gathering more empirical information and being pointed to other documents worthy of being reviewed. "Touching" the right people through key informant interviews also tends to

	build traction towards having people "buy into" the revised Plan and its intended results for the system as a whole.
Breakthrough Thinking	*Breakthrough Thinking* is a specific technique that follows a proven methodology to get participants involved in consultation to identify the most important and pressing matters that require attention in the community, prioritize the importance of those matters collectively, and work towards identifying the action steps necessary to successfully address the prioritized areas. Analysis of the *Breakthrough Thinking* approach demonstrates highly successful prioritization within organization, improved commitment towards the work and its intended outcomes, and a sense of shared responsibility for the results of the work. Our staff team has members specifically trained in the application of *Breakthrough Thinking*, including two team members that have expertise in the methodology to the point that they can train others on its application.
Service mapping	Service mapping is an interactive exercise we employ in various communities to have people engage in visually drawing out how the service delivery system is experienced by an individual/family that experiences homelessness. The visualization helps people actually see where it is necessary to make improvements to the system as a whole, and then work to collectively share and see what an improved approach can and should look like for the system as a whole to be successful.
Training	Training is about knowledge transfer. People attending training need to know what they will be trained on, why they will be trained on it, how they will be trained, and what they can expect as a result of their training. Learning objectives need to be clear. Adult learning strategies need to be applied. Furthermore, coming from practitioners that have applied the techniques outlined in the training, we find greater trust and traction in implementation.
Recommendations	Recommendations – whether they be for making improvements to the 10 Year Plan or future system improvements – need to be informed by evidence, not hunches or anecdotes. Opinions must be informed opinions. Experience is valid, but recommendations that are informed solely through the silo lens of any particular service provider rather than the system perspective as a whole runs the risk of clouding the direction of the future system. Recommendations need to be focused on action – driving the system forward. Recommendations need to have accountability that is transparent and where the individual(s) in charge have the ability to ensure implementation. Recommendations must be monitored to measure their implementation. Recommendations must drive toward the shared vision of ending homelessness.

EXAMPLES OF FINAL WORK PRODUCTS

Several confidential examples of work in other jurisdictions have been made available on the DVD which includes our electronic submission of the proposal. Other examples of our work that are public materials can be found at the following links:

London Community Housing Strategy
http://www.housing.london.ca/LCHSJune2010Report.pdf

London Community Plan on Homelessness
http://housing.london.ca/LondonCommunityPlanonHomelessness.pdf

County of Lambton Affordable Housing Strategy
http://www.lambtononline.ca/home/residents/housingservices/Documents/AHP_ExecSummary_Mar23_2011.pdf

CLIENT REFERENCES

We offer the following references for this assignment and encourage you to contact any of them:

Lisa Chapman Director Corporation for Supportive Housing 810-229-7712 x22	Kittie Tuinstra Executive Director OCEANA Homes Partnership 231-873-2222	Amanda Sternberg Performance Management Analyst Homeless Action Network of Detroit 313-964-3666 x4201

| lisa.chapman@csh.org | ohp.kittie@oceana.net | amanda@handetroit.org |

Barry Bezuko Director, Homeless Initiatives Government of Alberta 780-643-0757 barry.bezuko@gov.ab.ca	David Craipley Program Supervisor, Housing First McMan Community Services 403-527-1588 ext 249 David.Craipley@mcman.ca	Louise Stevens Director of Housing City of London (Canada) 519-661-2500 ext. 5727 lstevens@london.ca

FEES

We are prepared to complete all of the work outlined in this proposal for a fixed fee of $40,075.50. This includes all professional fees, disbursements, travel, insurance, and all other associated expenses related to the work.

These fees can be broken down as follows:

Professional Fees by task	Local service provider survey (design, launch, analysis)	$1,350.00
	Key informants (scheduling, conducting, analyzing)	$2,800.00
	Review of background documentation and data	$1,400.00
	Service mapping (current and future desired state)	$2,100.00
	Synthesis of Federal requirements	$600.00
	Gap analysis	$2,650.00
	Strengths of current service delivery approach	$2,100.00
	Outlining of Regional Context	$1,400.00
	Centers of Excellence (define, process steps)	$1,800.00
	Future Technical Assistance Requirements & Professional Development Plan	$1,400.00
	Review draft update of 10 Year Plan	$3,800.00
	Roundtable (breakthrough thinking)	$2,400.00
	Recommendations (report) to help inform Virginia Beach housing/homelessness crisis response model	$2,850.00
	Assist with development of implementation plan	$2,400.00
	Additional steps to achieve full implementation	$1,200.00
	Training sessions with relevant service providers	$3,600.00
	SUBTOTAL	*$33,850.00*
Disbursements	Office overhead and administration	$4,400.50
	Travel and accommodation	$1,600.00
	Communications	$225.00
	SUBTOTAL	*$6,225.50*
TOTAL		**$40,075.50**

As a firm, we are committed to not having our fees be a barrier to groups accessing our services. We are open to negotiation on fees prior to commencing with the work.

CLOSING THOUGHTS

We hope and trust that our submission addresses all of your RFP requirements. We would be pleased to answer any questions that you may have related to our submission. We wish you the best in selecting the consultants best poised to meet the needs for your community, and would like to thank you for the opportunity to have our proposal included in your deliberations.

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