

AGREEMENT

THIS AGREEMENT (hereinafter "Agreement"), made and entered into on the 15 day of October 2019, by and between the **LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT**, an urban county government of the COMMONWEALTH OF KENTUCKY created pursuant to KRS chapter 67A (hereinafter "Government"), 200 East Main Street, Lexington, Kentucky 40507, on behalf of its **OFFICE OF HOMELESSNESS PREVENTION AND INTERVENTION** and its **OFFICE OF AFFORDABLE HOUSING** (hereinafter "Sponsors"), and, **ANALYTIC INSIGHT**, with offices located at 60 Pine Street, Suite 3, Lewiston, Maine 04240 (hereinafter "Consultant").

RECITALS

WHEREAS, the Government and Sponsors desire to develop a five (5) year strategic plan to end and reduce homelessness in Fayette County;

WHEREAS, the Government and Sponsors solicited Requests for Proposals from public organizations and private non-profit organizations to provide this plan through RFP 31-2019 – Consultant to Develop Five-Year Strategic Plan to Reduce and End Homelessness in Fayette County;

WHEREAS, the Consultant submitted a proposal which was deemed by the Government and the Sponsors to be the best and most responsive proposal to develop this five (5) year strategic plan.

WITNESSETH

NOW, THEREFORE, in consideration of the foregoing and mutually agreed upon promises, conditions, and covenants herein expressed, the Government and the Consultant agree as follows:

1. Government hereby retains Consultant for the period beginning on December 1, 2019, and continuing for a period of ten (10) months, through and until September 30, 2020. Either party may terminate this Agreement at any time and for any reason by providing the other party with at least sixty (60) days advance written notice of termination.

2. This Agreement shall include the following additional documents, which are attached hereto as exhibits and incorporated herein by reference as if fully stated:

A. Exhibit "A" – RFP #31-2019, consisting of 44 pages;

B. Exhibit "B" – Consultant's Formal Proposal to RFP #31-2019, consisting of 46 pages.

In the event of a conflict between and among the provisions of these documents the provisions of this Agreement shall prevail, followed by the provisions of Exhibit "A", and then Exhibit "B".

3. Government shall pay Consultant the sum of **Fifty Thousand and 00/100 Dollars (\$50,000.00)**. Payments for services required by this Agreement, said services being more particularly described in pages 36 through 40 of Exhibit A attached hereto and incorporated herein by reference, shall be made at each milestone expressed in Exhibit A upon submission of a corresponding deliverable and invoice. All reports shall reflect the services and programs directly related to

the funding provided by Lexington-Fayette Urban County Government with emphasis on measurable outcomes, and specifically outlined in the funding application.

4. In the event of termination of this Agreement by Government as provided for in paragraph 1 above, Consultant shall be entitled to that portion of total compensation due under this Agreement as the service rendered bears to the service required herein.

5. Consultant shall perform all duties and services included in their response Exhibit "B" attached hereto faithfully and satisfactorily at the time, place and for the duration prescribed herein. Additionally, all duties and services stated in Exhibit A are expressly required for complete fulfillment and satisfaction of this Agreement. Compensation paid pursuant to this Agreement shall be used exclusively for the services set forth in said Exhibits and for no other purpose. Any alteration in the nature of such services and duties constitutes an amendment to this Agreement and must be in writing signed by both parties. Consultant shall keep itself fully informed of all federal and state laws and all municipal ordinances and regulations in any manner affecting the work or performance of this Agreement, and shall at all times observe and comply with such laws, ordinances and regulations, whether or not such laws, ordinances or regulations are mentioned herein, and shall indemnify Government, its officers, agents and employees against any claim or liability arising from and based on the Consultant's violation of any such laws, ordinances or regulations.

6. Consultant represents that it has filed all federal, state and local income tax returns required by law in the legally prescribed time and manner. This Agreement shall not become effective unless and until copies of all of the executed originals of the aforementioned tax returns filed for the Consultant have been registered for the current tax year by the Consultant in the office of the Sponsor(s), and the Consultant shall not be compensated unless and until such registration has taken place.

7. Books of accounts shall be kept by the Consultant and entries shall be made therein of all money, goods, effects, debts, sales, purchases, receipts, payments and any other transactions of the Consultant. The books of accounts, together with all bonds, notes, bills, letters and other writings belonging to the Consultant, shall be maintained at the principal place of business of the Consultant as set forth in this Agreement. Government shall have free and complete access to the books, papers and affairs of the Consultant, that relate to the performance of this Agreement, at all reasonable times, and if it desires, it may have the books and papers of the Consultant, that relate to the performance of this Agreement, audited and examined by auditors, accountants or attorneys. Any examination shall be at the expense of the Government.

8. Government may designate such persons as may be necessary to monitor and evaluate the services rendered by the Consultant. The Government, its agents and employees, shall, at all times, have unrestricted access to all places where or in which the services required hereunder are being carried on and conducted. This includes access to all data collected by the Consultant in the

course of delivering services under this Agreement. Inspection and monitoring of the work by these authorities shall in no manner be presumed to relieve in any degree the responsibility or obligations of Consultant, nor to constitute the Consultant as an agent of the Government.

9. Consultant shall provide equal opportunity in employment for all qualified persons, shall prohibit discrimination in employment because of race, color, creed, national origin, sex or age, shall promote equal employment, and shall cause each of its subcontracting agencies to do so. This program of equal employment opportunity shall apply to every aspect of its employment policies and practices.

10. Consultant shall adopt a written sexual harassment policy, which shall, at a minimum, contain a statement of current law; a list of prohibited behaviors; a complaint process; and a procedure which provides for a confidential investigation of all complaints. The policy shall be given to all employees and clients and shall be posted at all locations where Consultant conducts business. The policy shall be submitted to Sponsor(s) for review within thirty (30) days of the execution of this Agreement.

11. Consultant shall not assign any interest, obligation, or benefit of this Agreement or transfer any interest in the same, whether by assignment or novation, without prior written consent of LFUCG.

12. Consultant expressly agrees to abide the General Conditions and Risk Management Provisions included in Exhibit "A" which is attached hereto and incorporated herein by reference.

13. This Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. Consultant acknowledges and agrees that any claims, legal proceedings or litigation arising in connection with this Agreement or the Services provided hereunder shall be brought solely in Fayette County, Kentucky.

14. This Agreement and the documents, incorporated herein, contain the entire agreement between the parties, and no statement, promises or inducements made by either party or agent of either party that is not contained in this written Agreement shall be valid and binding; and this Agreement may not be enlarged, modified or altered except in writing signed by the parties and endorsed hereon.

15. If any particular provision of this Agreement is determined to be invalid or unenforceable, that determination will not affect any other provision hereto, which will be construed in all respects as if the invalid or unenforceable provision were omitted. No extension, modification, or amendment of this Agreement will be effective unless it is described in writing and signed by the Parties.

16. Notice – Any written notice required by this Agreement shall be delivered by certified mail, return receipt requested, to the following:

For Consultant:

Analytic Insight
60 Pine Street, Suite 3
Lewiston, Maine 04240
Attn: Amy Flowers, President

For Government:

Lexington-Fayette Urban County Government
101 East Vine Street
Lexington, Kentucky 40507
Attn: Polly Ruddick, Director
Office of Homelessness
Prevention & Intervention

IN WITNESS WHEREOF, the parties have executed this Agreement at
Lexington, Kentucky, the day and year first above written.

LEXINGTON-FAYETTE URBAN
COUNTY GOVERNMENT

BY: *Linda Gorton*
LINDA GORTON, MAYOR

ATTEST:

Mackenzie Sommers
Deputy Clerk of the Urban County Council

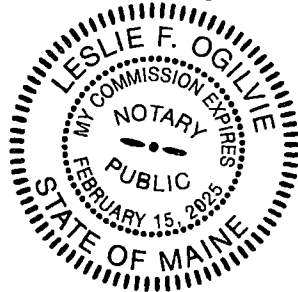
ANALYTIC INSIGHT

BY: *Amy Flowers*
AMY FLOWERS, PRESIDENT

THE STATE OF MAINE

COUNTY OF (Androscoggin)

The foregoing instrument was subscribed, sworn to and acknowledged
before me by Amy Flowers as President for and on behalf of Analytic Insight, on
this the 10th day of October, 2019.



Leslie F. Ogilvie
NOTARY PUBLIC

My commission expires: 2/15/2025

10-10-10

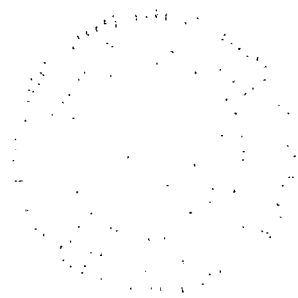




EXHIBIT A

Lexington-Fayette Urban County Government

Request for Proposals

The Lexington-Fayette Urban County Government hereby requests proposals for **RFP #31-2019 Consultant to Develop Five-Year Strategic Plan to Reduce and End Homelessness in Fayette County** to be provided in accordance with terms, conditions and specifications established herein.

Sealed proposals will be received in the Division of Central Purchasing, Room 338, Government Center, 200 East Main Street, Lexington, KY, 40507, until **2:00 PM**, prevailing local time, on **August 8, 2019**.

Proposals received after the date and time set for opening proposals will not be considered for award of a contract and will be returned unopened to the Proposer. It is the sole responsibility of the Proposer to assure that his/her proposal is received by the Division of Central Purchasing before the date and time set for opening proposals.

Proposals must be sealed in an envelope and the envelope prominently marked:

RFP #31-2019 Consultant to Develop Five-Year Strategic Plan to Reduce and End Homelessness in Fayette County

If mailed, the envelope must be addressed to:

Todd Slatin – Purchasing Director
Lexington-Fayette Urban County Government
Room 338, Government Center
200 East Main Street
Lexington, KY 40507

Additional copies of this Request For Proposals are available from the Division of Central Purchasing, Room 338 Government Center, 200 East Main Street, Lexington, KY 40507, (859)-258-3320, at no charge.

Proposals, once submitted, may not be withdrawn for a period of sixty (60) calendar days.

The Proposer must submit one (1) master (hardcopy), (2) electronic versions in PDF format on a flashdrive or CD and five (5) duplicates (hardcopies) of their proposal for evaluation purposes.

The Lexington-Fayette Urban County Government reserves the right to reject any or all proposals, and to waive technicalities and informalities when such waiver is determined by the Lexington-Fayette Urban County Government to be in its best interest.

Signature of this proposal by the Proposer constitutes acceptance by the Proposer of terms, conditions and requirements set forth herein.

Minor exceptions may not eliminate the proposal. Any exceptions to the specifications established herein shall be listed in detail on a separate sheet and attached hereto. The Lexington-Fayette Urban County Government shall determine whether any exception is minor.

The Lexington-Fayette Urban County Government encourages the participation of minority- and women-owned businesses in Lexington-Fayette Urban County Government contracts. This proposal is subject to Affirmative Action requirements attached hereto.

Please do not contact any LFUCG staff member or any other person involved in the selection process other than the designated contact person(s) regarding the project contemplated under this RFP while this RFP is open and a selection has not been finalized. Any attempt to do so may result in disqualification of the firm's submittal for consideration.

Laws and Regulations

All applicable state laws, municipal ordinances and regulations of all authorities having jurisdiction over the project shall apply to the contract, and shall be deemed to be incorporated herein by reference.

Equal Employment Opportunity

The Entity (regardless of whether construction contractor, non-construction contractor or supplier) agrees to provide equal opportunity in employment for all qualified persons, to prohibit discrimination in employment because of race, color, creed, national origin, sex or age, and to promote equal employment through a positive, continuing program from itself and each of its subcontracting agents. This program of equal employment opportunity shall apply to every aspect of its employment policies and practices.

Kentucky Equal Employment Opportunity Act

The Kentucky Equal Employment Opportunity Act of 1978 (KRS 45.560-45.640) requires that any "county, city, town, school district, water district, hospital district, or other political subdivision of the state shall include in directly or indirectly publicly funded contracts for supplies, materials, services, or equipment hereinafter entered into the following provisions:

"During the performance of this contract, the contractor agrees as follows:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, age, or national origin;

(2) The contractor will state in all solicitations or advertisements for employees placed by or on behalf of the contractors that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, age, or national origin;

(3) The contractor will post notices in conspicuous places, available to employees and applicants for employment, setting forth the provision of the nondiscrimination clauses required by this section; and

(4) The contractor will send a notice to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding advising the labor union or workers' representative of the contractor's commitments under the nondiscrimination clauses."

The Act further provides:

"KRS 45.610. Hiring minorities -- Information required

(1) For the length of the contract, each contractor shall hire minorities from other sources within the drawing area, should the union with which he has collective bargaining agreements be unwilling to supply sufficient minorities to satisfy the agreed upon goals and timetables.

(2) Each contractor shall, for the length of the contract, furnish such information as required by KRS 45.560 to KRS 45.640 and by such rules, regulations and orders issued pursuant thereto and will permit access to all books and records pertaining to his employment practices and work sites by the contracting agency and the department for purposes of investigation to ascertain compliance with KRS 45.560 to 45.640 and such rules, regulations and orders issued pursuant thereto.

KRS 45.620. Action against contractor -- Hiring of minority contractor or subcontractor

(1) If any contractor is found by the department to have engaged in an unlawful practice under this chapter during the course of performing under a contract or subcontract covered under KRS 45.560 to 45.640, the department shall so certify to the contracting agency and such certification shall be binding upon the contracting agency unless it is reversed in the course of judicial review.

(2) If the contractor is found to have committed an unlawful practice under KRS 45.560 to 45.640, the contracting agency may cancel or terminate the contract, conditioned upon a program for future compliance approved by the contracting agency and the department. The contracting agency may declare such a contractor ineligible to bid on further contracts with that agency until such time as the contractor complies in full with the requirements of KRS 45.560 to 45.640.

(3) The equal employment provisions of KRS 45.560 to 45.640 may be met in part by a contractor by subcontracting to a minority contractor or subcontractor. For the provisions of KRS 45.560 to 45.640, a minority contractor or subcontractor shall mean a business that is owned and controlled by one or more persons disadvantaged by racial or ethnic circumstances.

KRS 45.630 Termination of existing employee not required, when

Any provision of KRS 45.560 to 45.640 notwithstanding, no contractor shall be required to terminate an existing employee upon proof that employee was employed prior to the date of the contract.

KRS 45.640 Minimum skills

Nothing in KRS 45.560 to 45.640 shall require a contractor to hire anyone who fails to demonstrate the minimum skills required to perform a particular job."

It is recommended that all of the provisions above quoted be included as special conditions in each contract. In the case of a contract exceeding \$250,000, the contractor is required to furnish evidence that his workforce in Kentucky is representative of the available work-force in the area from which he draws employees, or to supply an Affirmative Action plan which will achieve such representation during the life of the contract.

LFUCG Non-Appropriation Clause

Contractor acknowledges that the LFUCG is a governmental entity, and the contract validity is based upon the availability of public funding under the authority of its statutory mandate.

In the event that public funds are unavailable and not appropriated for the performance of the LFUCG's obligations under this contract, then this contract shall automatically expire without penalty to the LFUCG thirty (30) days after written notice to Contractor of the unavailability and non-appropriation of public funds. It is expressly agreed that the LFUCG shall not activate this non-appropriation provision for its convenience or to circumvent the requirements of this contract, but only as an emergency fiscal measure during a substantial fiscal crisis, which affects generally its governmental operations.

In the event of a change in the LFUCG's statutory authority, mandate and mandated functions, by state and federal legislative or regulatory action, which adversely affects the LFUCG's authority to continue its obligations under this contract, then this contract shall automatically terminate without penalty to the LFUCG upon written notice to Contractor of such limitation or change in the LFUCG's legal authority.

Contention Process

Vendors who respond to this invitation have the right to file a notice of contention associated with the RFP process or to file a notice of appeal of the recommendation made by the Director of Central Purchasing resulting from this invitation.

Notice of contention with the RFP process must be filed within 3 business days of the bid/proposal opening by (1) sending a written notice, including sufficient documentation to support contention, to the Director of the Division of Central Purchasing or (2) submitting a written request for a meeting with the Director of Central Purchasing to explain his/her contention with the RFP process. After consulting with the Commissioner of Finance the Chief Administrative Officer and reviewing the documentation and/or hearing the vendor, the Director of Central Purchasing shall promptly respond in writing findings as to the compliance with RFP processes. If, based on this review, a RFP process irregularity is deemed to have occurred the Director of Central Purchasing will consult with the Commissioner of Finance, the Chief Administrative Officer and the Department of Law as to the appropriate remedy.

Notice of appeal of a RFP recommendation must be filed within 3 business days of the RFP recommendation by (1) sending a written notice, including sufficient documentation to support appeal, to the Director, Division of Central Purchasing or (2) submitting a written request for a meeting with the Director of Central Purchasing to explain his appeal. After reviewing the documentation and/or hearing the vendor and consulting with the Commissioner of Finance and the Chief Administrative Officer, the Director of Central Purchasing shall in writing, affirm or withdraw the recommendation.

SELECTION CRITERIA:

1. Scope of Proposal 30
2. Personnel/Experience 25
3. Availability 15
4. Cost 30

Proposals shall contain the appropriate information necessary to evaluate based on these criteria. A committee composed of government employees as well as representatives of relevant user groups will evaluate the proposals.

Questions shall be submitted via IonWave at: <https://lexingtonky.ionwave.net>

Affirmative Action Plan

All vendors must submit as a part of the proposal package the following items to the Urban County Government:

1. Affirmative Action Plan for his/her firm;
2. Current Work Force Analysis Form;

Failure to submit these items as required may result in disqualification of the submitter from award of the contract. All submissions should be directed to:

Director, Division of Central Purchasing
Lexington-Fayette Urban County Government
200 East Main Street, 3rd Floor
Lexington, Kentucky 40507

All questions regarding this proposal must be directed to the Division of Central Purchasing, (859)-258-3320.

AFFIDAVIT

Comes the Affiant, _____, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is _____ and he/she is the individual submitting the proposal or is the authorized representative of _____, the entity submitting the proposal (hereinafter referred to as "Proposer").

2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.

3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.

4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.

5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.

6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.

STATE OF _____

COUNTY OF _____

The foregoing instrument was subscribed, sworn to and acknowledged before me

by _____ on this the _____ day

of _____, 20__.

My Commission expires: _____

NOTARY PUBLIC, STATE AT LARGE

EQUAL OPPORTUNITY AGREEMENT

Standard Title VI Assurance

The Lexington Fayette-Urban County Government, (hereinafter referred to as the "Recipient") hereby agrees that as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation, it will comply with Title VI of the Civil Rights Act of 1964, 78Stat.252, 42 U.S.C. 2000d-4 (hereinafter referred to as the "Act"), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, (49 CFR, Part 21) Nondiscrimination in Federally Assisted Program of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the "Regulations") and other pertinent directives, no person in the United States shall, on the grounds of race, color, national origin, sex, age (over 40), religion, sexual orientation, gender identity, veteran status, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the U.S. Department of Transportation, including the Federal Highway Administration, and hereby gives assurance that will promptly take any necessary measures to effectuate this agreement. This assurance is required by subsection 21.7(a) (1) of the Regulations.

The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.

- Section 503 of the Rehabilitation Act of 1973 states:

The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

Bidders

I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.

Signature

Name of Business

WORKFORCE ANALYSIS FORM

Name of Organization: _____

Categories	Total	White (Not Hispanic or Latino)		Hispanic or Latino		Black or African-American (Not Hispanic or Latino)		Native Hawaiian and Other Pacific Islander (Not Hispanic or Latino)		Asian (Not Hispanic or Latino)		American Indian or Alaskan Native (not Hispanic or Latino)		Two or more races (Not Hispanic or Latino)		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Administrators																	
Professionals																	
Superintendents																	
Supervisors																	
Foremen																	
Technicians																	
Protective																	
Para-																	
Office/Clerical																	
Skilled Craft																	
Service/Maintena																	
Total:																	

Prepared by: _____ Date: ____/____/____

(Name and Title)

Revised 2015-Dec-15

**DIRECTOR, DIVISION OF CENTRAL PURCHASING
LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT
200 EAST MAIN STREET
LEXINGTON, KENTUCKY 40507**

NOTICE OF REQUIREMENT FOR AFFIRMATIVE ACTION TO ENSURE EQUAL EMPLOYMENT OPPORTUNITIES AND DBE CONTRACT PARTICIPATION

Notice of requirement for Affirmative Action to ensure Equal Employment Opportunities and Disadvantaged Business Enterprises (DBE) Contract participation. Disadvantaged Business Enterprises (DBE) consists of Minority-Owned Business Enterprises (MBE) and Woman-Owned Business Enterprises (WBE).

The Lexington-Fayette Urban County Government has set a goal that not less than ten percent (10%) of the total value of this Contract be subcontracted to Disadvantaged Business Enterprises, which is made up of MBEs and WBEs. The Lexington Fayette Urban County Government also has set a goal that not less than three percent (3%) of the total value of this Contract be subcontracted to Veteran-owned Small Businesses. The goal for the utilization of Disadvantaged Business Enterprises as well Veteran –owned Small Businesses as subcontractors is a recommended goal. Contractor(s) who fail to meet such goal will be expected to provide written explanations to the Director of the Division of Purchasing of efforts they have made to accomplish the recommended goal, and the extent to which they are successful in accomplishing the recommended goal will be a consideration in the procurement process. Depending on the funding source, other DBE goals may apply.

For assistance in locating Disadvantaged Business Enterprises Subcontractors contact:

Sherita Miller, MPA, Division of Central Purchasing
Lexington-Fayette Urban County Government
200 East Main Street, 3rd Floor, Room 338
Lexington, Kentucky 40507
smiller@lexingtonky.gov

Firm Submitting Proposal: _____

Complete Address: _____
Street City Zip

Contact Name: _____ Title: _____

Telephone Number: _____ Fax Number: _____

Email address: _____

Lexington-Fayette Urban County Government MWDBE PARTICIPATION GOALS

A. GENERAL

- 1) The LFUCG request all potential contractors to make a concerted effort to include Minority-Owned (MBE), Woman-Owned (WBE), Disadvantaged (DBE) Business Enterprises and Veteran-Owned Small Businesses (VOSB) as subcontractors or suppliers in their bids.
- 2) Toward that end, the LFUCG has established 10% of total procurement costs as a Goal for participation of Minority-Owned, Woman-Owned and Disadvantaged Businesses on this contract.
- 3) **It is therefore a request of each Bidder to include in its bid, the same goal (10%) for MWDBE participation and other requirements as outlined in this section.**
- 4) The LFUCG has also established a 3% of total procurement costs as a Goal for participation for of Veteran-Owned Businesses.
- 5) **It is therefore a request of each Bidder to include in its bid, the same goal (3%) for Veteran-Owned participation and other requirements as outlined in this section.**

B. PROCEDURES

- 1) The successful bidder will be required to report to the LFUCG, the dollar amounts of all payments submitted to Minority-Owned, Woman-Owned or Veteran-Owned subcontractors and suppliers for work done or materials purchased for this contract. (See Subcontractor Monthly Payment Report)
- 2) Replacement of a Minority-Owned, Woman-Owned or Veteran-Owned subcontractor or supplier listed in the original submittal must be requested in writing and must be accompanied by documentation of Good Faith Efforts to replace the subcontractor / supplier with another MWDBE Firm; this is subject to approval by the LFUCG. (See LFUCG MWDBE Substitution Form)
- 3) For assistance in identifying qualified, certified businesses to solicit for potential contracting opportunities, bidders may contact:
 - a) The Lexington-Fayette Urban County Government, Division of Central Purchasing (859-258-3320)
- 4) The LFUCG will make every effort to notify interested MWDBE and Veteran-Owned subcontractors and suppliers of each Bid Package, including information on the scope of work, the pre-bid meeting time and location, the bid date, and all other pertinent information regarding the project.

C. DEFINITIONS

- 1) A Minority-Owned Business Enterprise (MBE) is defined as a business which is certified as being at least 51% owned, managed and controlled by persons of African American, Hispanic, Asian, Pacific Islander, American Indian or Alaskan Native Heritage.
- 2) A Woman-Owned Business Enterprise (WBE) is defined as a business which is certified as being at least 51% owned, managed and controlled by one or more women.

- 3) A Disadvantaged Business (DBE) is defined as a business which is certified as being at least 51% owned, managed and controlled by a person(s) that are economically and socially disadvantaged.
- 4) A Veteran-Owned Small Business (VOSB) is defined as a business which is certified as being at least 51% owned, managed and controlled by a veteran and/or a service disabled veteran.
- 5) Good Faith Efforts are efforts that, given all relevant circumstances, a bidder or proposer actively and aggressively seeking to meet the goals, can reasonably be expected to make. In evaluating good faith efforts made toward achieving the goals, whether the bidder or proposer has performed the efforts outlined in the Obligations of Bidder for Good Faith Efforts outlined in this document will be considered, along with any other relevant factors.

D. OBLIGATION OF BIDDER FOR GOOD FAITH EFFORTS

- 1) **The bidder shall make a Good Faith Effort to achieve the Participation Goal for MWDBE and Veteran-Owned subcontractors/suppliers. The failure to meet the goal shall not necessarily be cause for disqualification of the bidder; however, bidders not meeting the goal are required to furnish with their bids written documentation of their Good Faith Efforts to do so.**
- 2) Award of Contract shall be conditioned upon satisfaction of the requirements set forth herein.
- 3) The Form of Proposal includes a section entitled "MWDBE Participation Form". The applicable information must be completed and submitted as outlined below.
- 4) **Failure to submit this information as requested may be cause for rejection of bid or delay in contract award.**

E. DOCUMENTATION REQUIRED FOR GOOD FAITH EFFORTS

- 1) Bidders reaching the Goal are required to submit only the MWDBE Participation Form." The form must be fully completed including names and telephone number of participating MWDBE firm(s); type of work to be performed; estimated value of the contract and value expressed as a percentage of the total Lump Sum Bid Price. The form must be signed and dated, and is to be submitted with the bid.
- 2) Bidders not reaching the Goal must submit the "MWDBE Participation Form", the "Quote Summary Form" and a written statement documenting their Good Faith Effort to do so. If bid includes no MWDBE and/or Veteran participation, bidder shall enter "None" on the subcontractor / supplier form). In addition, the bidder must submit written proof of their Good Faith Efforts to meet the Participation Goal:
 - a. Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms and Veteran-Owned businesses to participate.
 - b. Included documentation of advertising in the above publications with the bidders good faith efforts package
 - c. Attended LFUCG Central Purchasing Economic Inclusion Outreach event

- d. Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs and/or Veteran-Owned businesses of subcontracting opportunities
- e. Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms and Veteran-Owned businesses.
- f. Requested a list of MWDBE and/or Veteran subcontractors or suppliers from LFUCG and showed evidence of contacting the companies on the list(s).
- g. Contacted organizations that work with MWDBE companies for assistance in finding certified MWBDE firms and Veteran-Owned businesses to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.
- d. Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs and/or Veteran-Owned businesses soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.
- e. Followed up initial solicitations by contacting MWDBEs and Veteran-Owned Businesses to determine their level of interest.
- j. Provided the interested MWBDE firm and/or Veteran-Owned business with adequate and timely information about the plans, specifications, and requirements of the contract.
- k. Selected portions of the work to be performed by MWDBE firms and/or Veteran-Owned businesses in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate MWDBE and Veteran participation, even when the prime contractor may otherwise perform these work items with its own workforce
- l. Negotiated in good faith with interested MWDBE firms and Veteran-Owned businesses not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.
- m. Included documentation of quotations received from interested MWDBE firms and Veteran-Owned businesses which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.
- n. Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE and/or Veteran-Owned business's quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE and Veteran goals.

o. Made an effort to offer assistance to or refer interested MWDBE firms and Veteran-Owned businesses to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal

p. Made efforts to expand the search for MWBE firms and Veteran-Owned businesses beyond the usual geographic boundaries.

q. Other--any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE and Veteran participation.

Note: Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement which is subject to review by the MBE Liaison. Documentation of Good Faith Efforts must be submitted with the Bid, if the participation Goal is not met.



MINORITY BUSINESS ENTERPRISE PROGRAM

Sherita Miller, MPA
Minority Business Enterprise Liaison
Division of Central Purchasing
Lexington-Fayette Urban County Government
200 East Main Street
Lexington, KY 40507
smiller@lexingtonky.gov
859-258-3323

OUR MISSION: The mission of the Minority Business Enterprise Program is to facilitate the full participation of minority and women owned businesses in the procurement process and to promote economic inclusion as a business imperative essential to the long term economic viability of Lexington-Fayette Urban County Government.

To that end the city council adopted and implemented Resolution 484-2017 – A Certified Minority, Women and Disadvantaged Business Enterprise ten percent (10%) minimum goal and a three (3%) minimum goal for Certified Veteran-Owned Small Businesses and Certified Service Disabled Veteran – Owned Businesses for government contracts.

The resolution states the following definitions shall be used for the purposes of reaching these goals (a full copy is available in Central Purchasing):

Certified Disadvantaged Business Enterprise (DBE) – a business in which at least fifty-one percent (51%) is owned, managed and controlled by a person(s) who is socially and economically disadvantaged as define by 49 CFR subpart 26.

Certified Minority Business Enterprise (MBE) – a business in which at least fifty-one percent (51%) is owned, managed and controlled by an ethnic minority (i.e. African American, Asian American/Pacific Islander, Hispanic Islander, Native American/Native Alaskan Indian) as defined in federal law or regulation as it may be amended from time-to-time.

Certified Women Business Enterprise (WBE) – a business in which at least fifty-one percent (51%) is owned, managed and controlled by a woman.

Certified Veteran-Owned Small Business (VOSB) – a business in which at least fifty-one percent (51%) is owned, managed and controlled by a veteran who served on active duty with the U.S. Army, Air Force, Navy, Marines or Coast Guard.

Certified Service Disabled Veteran Owned Small Business (SDVOSB) – a business in which at least fifty-one percent (51%) is owned, managed and controlled by a disabled veteran who served on active duty with the U.S. Army, Air Force, Navy, Marines or Coast Guard.

The term “Certified” shall mean the business is appropriately certified, licensed, verified, or validated by an organization or entity recognized by the Division of Purchasing as having the appropriate credentials to make a determination as to the status of the business.

We have compiled the list below to help you locate certified MBE, WBE and DBE certified businesses. Below is a listing of contacts for LFUCG Certified MWDBEs and Veteran-Owned Small Businesses in (<https://lexingtonky.ionwave.net>)

Business	Contact	Email Address	Phone
LFUCG	Sherita Miller	smiller@lexingtonky.gov	859-258-3323
Commerce Lexington – Minority Business Development	Tyrone Tyra	ttyra@commercelexington.com	859-226-1625
Tri-State Minority Supplier Diversity Council	Susan Marston	smarston@tsmsdc.com	502-365-9762
Small Business Development Council	Shawn Rogers UK SBDC	shawn.rogers@uky.edu	859-257-7666
Community Ventures Corporation	Phyllis Alcorn	palcorn@cvky.org	859-231-0054
KY Transportation Cabinet (KYTC)	Melvin Bynes	Melvin.bynes2@ky.gov	502-564-3601
KYTC Pre-Qualification	Sheila Eagle	Sheila.Eagle@ky.gov	502-782-4815
Ohio River Valley Women’s Business Council (WBENC)	Sheila Mixon	smixon@orvwbc.org	513-487-6537
Kentucky MWBE Certification Program	Yvette Smith, Kentucky Finance Cabinet	Yvette.Smith@ky.gov	502-564-8099
National Women Business Owner’s Council (NWBOC)	Janet Harris-Lange	janet@nwvoc.org	800-675-5066
Small Business Administration	Robert Coffey	robertcoffey@sba.gov	502-582-5971
LaVoz de Kentucky	Andres Cruz	lavozdeky@yahoo.com	859-621-2106
The Key News Journal	Patrice Muhammad	production@keynewsjournal.com	859-685-8488



LFUCG MWDBE PARTICIPATION FORM

Bid/RFP/Quote Reference # _____

The MWDBE and/or veteran subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately. **Failure to submit a completed form may cause rejection of the bid.**

MWDBE Company, Name, Address, Phone, Email	MBE WBE or DBE	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1.				
2.				
3.				
4.				

The undersigned company representative submits the above list of MWDBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Company

Company Representative

Date

Title



LFUCG MWDBE SUBSTITUTION FORM

Bid/RFP/Quote Reference # _____

The substituted MWDBE and/or veteran subcontractors listed below have agreed to participate on this Bid/RFP/Quote. These substitutions were made prior to or after the job was in progress. These substitutions were made for reasons stated below and are now being submitted to Central Purchasing for approval. By the authorized signature of a representative of our company, we understand that this information will be entered into our file for this project.

SUBSTITUTED MWDBE Company Name, Address, Phone, Email	MWDBE Formally Contracted/ Name, Address, Phone, Email	Work to Be Performed	Reason for the Substitution	Total Dollar Value of the Work	% Value of Total Contract	
1.						
2.						
3.						
4.						

The undersigned acknowledges that any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Company

Company Representative

Date

Title



MWDBE QUOTE SUMMARY FORM

Bid/RFP/Quote Reference # _____

The undersigned acknowledges that the minority and/or veteran subcontractors listed on this form did submit a quote to participate on this project. Failure to submit this form may cause rejection of the bid.

Company Name	Contact Person
Address/Phone/Email	Bid Package / Bid Date

MWDBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$\$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female	Veteran

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

The undersigned acknowledges that all information is accurate. Any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Company

Company Representative

Date

Title



LFUCG SUBCONTRACTOR MONTHLY PAYMENT REPORT

The LFUCG has a 10% goal plan adopted by city council to increase the participation of minority and women owned businesses in the procurement process. The LFUCG also has a 3% goal plan adopted by cited council to increase the participation of veteran owned businesses in the procurement process. In order to measure that goal LFUCG will track spending with MWDBE and Veteran contractors on a monthly basis. By the signature below of an authorized company representative, you certify that the information is correct, and that each of the representations set forth below is true. Any misrepresentation may result in termination of the contract and/or prosecution under applicable Federal and State laws concerning false statements and false claims. Please submit this form monthly to the Division of Central Purchasing/ 200 East Main Street / Room 338 / Lexington, KY 40507.

Bid/RFP/Quote # _____

Total Contract Amount Awarded to Prime Contractor for this Project _____

Project Name/ Contract #	Work Period/ From:	To:
Company Name:	Address:	
Federal Tax ID:	Contact Person:	

Subcontractor Vendor ID (name, address, phone, email)	Description of Work	Total Subcontract Amount	% of Total Contract Awarded to Prime for this Project	Total Amount Paid for this Period	Purchase Order number for subcontractor work (please attach PO)	Scheduled Project Start Date	Scheduled Project End Date

By the signature below of an authorized company representative, you certify that the information is correct, and that each of the representations set forth below is true. Any misrepresentations may result in the termination of the contract and/or prosecution under applicable Federal and State laws concerning false statements and false claims.

Company

Company Representative

Date

Title

LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # _____

By the signature below of an authorized company representative, we certify that we have utilized the following Good Faith Efforts to obtain the maximum participation by MWDBE and Veteran-Owned business enterprises on the project and can supply the appropriate documentation.

_____ Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms and Veteran-Owned businesses to participate.

_____ Included documentation of advertising in the above publications with the bidders good faith efforts package

_____ Attended LFUCG Central Purchasing Economic Inclusion Outreach event

_____ Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs and/or Veteran-Owned Businesses of subcontracting opportunities

_____ Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms and Veteran-Owned businesses

_____ Requested a list of MWDBE and/or Veteran subcontractors or suppliers from LFUCG and showed evidence of contacting the companies on the list(s).

_____ Contacted organizations that work with MWDBE companies for assistance in finding certified MWDBE firms and Veteran-Owned businesses to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.

_____ Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.

_____ Followed up initial solicitations by contacting MWDBEs and Veteran-Owned businesses to determine their level of interest.

_____ Provided the interested MWDBE firm and/or Veteran-Owned business with adequate and timely information about the plans, specifications, and requirements of the contract.

_____ Selected portions of the work to be performed by MWDBE firms and/or Veteran-Owned businesses in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items

into economically feasible units to facilitate MWDBE and Veteran participation, even when the prime contractor may otherwise perform these work items with its own workforce

_____ Negotiated in good faith with interested MWDBE firms and Veteran-Owned businesses not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.

_____ Included documentation of quotations received from interested MWDBE firms and Veteran-Owned businesses which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.

_____ Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE and/or Veteran-Owned business's quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE and Veteran goals.

_____ Made an effort to offer assistance to or refer interested MWDBE firms and Veteran-Owned businesses to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal

_____ Made efforts to expand the search for MWBE firms and Veteran-Owned businesses beyond the usual geographic boundaries.

_____ Other--any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE and Veteran participation.

NOTE: Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement which is subject to approval by the MBE Liaison. Documentation of Good Faith Efforts must be submitted with the Bid, if the participation Goal is not met.

The undersigned acknowledges that all information is accurate. Any misrepresentations may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Company

Company Representative

Date

Title

GENERAL PROVISIONS

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, 29 U.S.C. 650 *et. seq.*, as amended, and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.
3. Addenda: All addenda and IonWave Q&A, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.
4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.
5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.
6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".
7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.
8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or attempted to bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,
10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.
11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.
12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

A. Termination for Cause

- (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties
- (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.
- (3) A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:
 - (a) Failure to perform the contract according to its terms, conditions and specifications;
 - (b) Failure to make delivery within the time specified or according

- to a delivery schedule fixed by the contract;
- (c) Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;
- (d) Failure to diligently advance the work under a contract for construction services;
- (e) The filing of a bankruptcy petition by or against the contractor; or
- (f) Actions that endanger the health, safety or welfare of the LFUCG or its citizens.

B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

13. **Assignment of Contract:** The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.
14. **No Waiver:** No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.
15. **Authority to do Business:** The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must

be signed by a duly authorized officer, agent or employee of the Respondent.

16. **Governing Law:** This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
17. **Ability to Meet Obligations:** Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.
20. Contractor [or Vendor or Vendor's Employees] will not appropriate or make use of the Lexington-Fayette Urban County Government (LFUCG) name or any of its trade or service marks or property (including but not limited to any logo or seal), in any promotion, endorsement, advertisement, testimonial or similar use without the prior written consent of the government. If such consent is granted LFUCG reserves the unilateral right, in its sole discretion, to immediately terminate and revoke such use for any reason whatsoever. Contractor agrees that it shall cease and desist from any unauthorized use immediately upon being notified by LFUCG.

Signature

Date

**RISK MANAGEMENT PROVISIONS
INSURANCE AND INDEMNIFICATION**

INDEMNIFICATION AND HOLD HARMLESS PROVISION

- (1) It is understood and agreed by the parties that Consultant hereby assumes the entire responsibility and liability for any and all damages to persons or property caused by or resulting from or arising out of any act or omission on the part of Consultant or its employees, agents, servants, owners, principals, licensees, assigns or subcontractors of any tier (hereinafter "Consultant") under or in connection with this agreement and/or the provision of goods or services and the performance or failure to perform any work required thereby.
- (2) Consultant shall indemnify, save, hold harmless and defend the Lexington-Fayette Urban County Government and its elected and appointed officials, employees, agents, volunteers, and successors in interest (hereinafter "LFUCG") from and against all liability, damages, and losses, including but not limited to, demands, claims, obligations, causes of action, judgments, penalties, fines, liens, costs, expenses, interest, defense costs and reasonable attorney's fees that are in any way incidental to or connected with, or that arise or are alleged to have arisen, directly or indirectly, from or by Consultant's performance or breach of the agreement and/or the provision of goods or services provided that: (a) it is attributable to personal injury, bodily injury, sickness, or death, or to injury to or destruction of property (including the loss of use resulting therefrom), or to or from the negligent acts, errors or omissions or willful misconduct of the Consultant; and (b) not caused solely by the active negligence or willful misconduct of LFUCG.
- (3) Notwithstanding, the foregoing, with respect to any professional services performed by Consultant hereunder (and to the fullest extent permitted by law), Consultant shall indemnify, save, hold harmless and defend LFUCG from and against any and all liability, damages and losses, including but not limited to, demands, claims, obligations, causes of action, judgments, penalties, fines, liens, costs, expenses, interest, defense costs and reasonable attorney's fees, for any damage due to death or injury to any person or injury to any property (including the loss of use resulting therefrom) to the extent arising out of, pertaining to or relating to the negligence, recklessness or willful misconduct of Consultant in the performance of this agreement.
- (4) In the event LFUCG is alleged to be liable based upon the above, Consultant shall defend such allegations and shall bear all costs, fees and expenses of such defense, including but not limited to, all reasonable attorneys' fees and expenses, court costs, and expert witness fees and expenses, using attorneys approved in writing by LFUCG, which approval shall not be unreasonably withheld.
- (5) These provisions shall in no way be limited by any financial responsibility or insurance requirements, and shall survive the termination of this agreement.
- (6) LFUCG is a political subdivision of the Commonwealth of Kentucky. CONSULTANT acknowledges and agrees that LFUCG is unable to provide indemnity or otherwise save, hold harmless, or defend the CONSULTANT in any manner.

FINANCIAL RESPONSIBILITY

CONSULTANT understands and agrees that it shall, prior to final acceptance of its proposal and the commencement of any work or services, demonstrate the ability to assure compliance with the above Indemnity provisions and these other risk management provisions.

INSURANCE REQUIREMENTS

YOUR ATTENTION IS DIRECTED TO THE INSURANCE REQUIREMENTS BELOW, AND YOU MAY NEED TO CONFER WITH YOUR INSURANCE AGENTS, BROKERS, OR CARRIERS TO DETERMINE IN ADVANCE OF SUBMISSION OF A RESPONSE THE AVAILABILITY OF THE INSURANCE COVERAGES AND ENDORSEMENTS REQUIRED HEREIN. IF YOU FAIL TO COMPLY WITH THE INSURANCE REQUIREMENTS BELOW, YOU MAY BE DISQUALIFIED FROM AWARD OF THE CONTRACT.

Required Insurance Coverage

CONSULTANT shall procure and maintain for the duration of this contract the following or equivalent insurance policies at no less than the limits shown below and cause its subcontractors to maintain similar insurance with limits acceptable to LFUCG in order to protect LFUCG against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work or services hereunder by CONSULTANT. The cost of such insurance shall be included in any bid:

<u>Coverage</u>	<u>Limits</u>
General Liability (Insurance Services Office Form CG 00 01)	\$1 million per occurrence, \$2 million aggregate or \$2 million combined single limit
Professional Liability	\$1 million per occurrence
Worker's Compensation	Statutory
Employer's Liability	\$100,000.00

The policies above shall contain the following conditions:

- a. All Certificates of Insurance forms used by the insurance carrier shall be properly filed and approved by the Department of Insurance for the Commonwealth of Kentucky. LFUCG shall be named as an additional insured in the General Liability Policy and Commercial Automobile Liability Policy using the Kentucky DOI approved forms.
- b. The General Liability Policy shall be primary to any insurance or self-insurance retained by LFUCG.
- c. The General Liability Policy shall include a Products and Completed Operations endorsement or Premises and Operations Liability endorsement and a Products Liability endorsement unless they are deemed not to apply by LFUCG.
- d. The General Liability Policy shall have a Professional Liability endorsement (including Errors and Omissions) for any services performed pursuant to the contract, and/or a separate Professional Liability Policy shall be obtained unless it is deemed not to apply by LFUCG.
- e. The Professional Liability policy shall be maintained for a minimum of three years beyond the completion date of the project, to the extent commercially available. If not commercially available, CONSULTANT shall notify LFUCG and obtain similar insurance that is commercially available and acceptable to LFUCG.
- f. LFUCG shall be provided at least 30 days advance written notice via certified mail, return receipt requested, in the event any of the required policies are canceled or non-renewed.

- g. Said coverage shall be written by insurers acceptable to LFUCG and shall be in a form acceptable to LFUCG. Insurance placed with insurers with a rating classification of no less than Excellent (A or A-) and a financial size category of no less than VIII, as defined by the most current Best's Key Rating Guide shall be deemed automatically acceptable.

Renewals

After insurance has been approved by LFUCG, evidence of renewal of an expiring policy must be submitted to LFUCG, and may be submitted on a manually signed renewal endorsement form. If the policy or carrier has changed, however, new evidence of coverage must be submitted in accordance with these Insurance Requirements.

Deductibles and Self-Insured Programs

IF YOU INTEND TO SUBMIT A SELF-INSURANCE PLAN IT MUST BE FORWARDED TO LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT, DIVISION OF RISK MANAGEMENT, 200 EAST MAIN STREET, LEXINGTON, KENTUCKY 40507 NO LATER THAN A MINIMUM OF FIVE (5) WORKING DAYS PRIOR TO THE RESPONSE DATE. Self-insurance programs, deductibles, and self-insured retentions in insurance policies are subject to separate approval by Lexington-Fayette Urban County Government's Division of Risk Management, upon review of evidence of CONSULTANT's financial capacity to respond to claims. Any such programs or retentions must provide LFUCG with at least the same protection from liability and defense of suits as would be afforded by first-dollar insurance coverage. If CONSULTANT satisfies any portion of the insurance requirements through deductibles, self-insurance programs, or self-insured retentions, CONSULTANT agrees to provide Lexington-Fayette Urban County Government, Division of Risk Management, the following data prior to the final acceptance of bid and the commencement of any work:

- a. Latest audited financial statement, including auditor's notes.
- b. Any records of any self-insured trust fund plan or policy and related accounting statements.
- c. Actuarial funding reports or retained losses.
- d. Risk Management Manual or a description of the self-insurance and risk management program.
- e. A claim loss run summary for the previous five (5) years.
- f. Self-Insured Associations will be considered.

Safety and Loss Control

CONSULTANT shall comply with all applicable federal, state, and local safety standards related to the performance of its works or services under this Agreement and take necessary action to protect the life, health and safety and property of all of its personnel on the job site, the public, and LFUCG.

Verification of Coverage

CONSULTANT agrees to furnish LFUCG with all applicable Certificates of Insurance signed by a person authorized by the insurer to bind coverage on its behalf prior to final award, and if requested, shall provide LFUCG copies of all insurance policies, including all endorsements.

Right to Review, Audit and Inspect

CONSULTANT understands and agrees that LFUCG may review, audit and inspect any and all of its records and operations to insure compliance with these Insurance Requirements.

DEFAULT

CONSULTANT understands and agrees that the failure to comply with any of these insurance, safety, or loss control provisions shall constitute default and that LFUCG may elect at its option any single remedy or penalty or any combination of remedies and penalties, as available, including but not limited to purchasing insurance and charging CONSULTANT for any such insurance premiums purchased, or suspending or terminating the work.

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REQUEST FOR PROPOSALS

Consultant to Develop Five-Year Strategic Plan to Reduce and End Homelessness
in Fayette County

Purpose

The LFUCG is accepting proposals from qualified organizations/businesses/individuals for one-time Innovative and Sustainable Solutions to Ending Homelessness Fund funding. This request for proposals is specifically to solicit proposals to develop the Continuum of Care's 5-year plan to end and reduce homelessness in Fayette County. By responding to this RFP proposers agree to collaborate fully with LFUCG and/or its designee to perform the proposed tasks.

1.0 GENERAL INFORMATION

1.1 Background

The Lexington-Fayette Urban County Government (LFUCG), a merged city-county government and entitlement community, is seeking a consultant to develop a Five-Year Strategic Plan to reduce and end homelessness and associated documents for the community for fiscal years 2021 – 2025. The LFUCG Office of Homelessness Prevention and Intervention requests proposals from qualified firms and/or individuals with experience developing strategic plan for ending homelessness – or similar planning documents – in compliance with all associated federal laws and regulatory requirements.

The LFUCG released the “for the Greater Good” report of the Mayor’s Commission on Homelessness in January 2013. Several recommendations included in that report have been implemented including the establishment of the Office of Homelessness Prevention and Intervention and the Homelessness Prevention and Intervention Board, which is also designated as the Continuum of Care Board.

The LFUCG Code of Ordinances 102-2014 Section 2-490(5)(7) requires the Homelessness Prevention and Intervention Board in conjunction with the Office of Affordable Housing and other divisions within the Urban County Government to re-assess community needs at least once every (5) five years. This plan serves as a comprehensive planning document for the Homelessness Prevention and Intervention Board as well as the Continuum of Care. This plan drives program funding decisions for the \$750,000 annual local investment and the estimated \$1.7 million annual federal investment.



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The Consolidated Plan is designed to be a collaborative process whereby a community establishes a unified vision for the homeless service delivery system and affordable housing actions. The Strategic Plan must identify housing and homeless system needs, set priorities, and describe how HUD funding and other resources should be used for activities designed to meet those needs. The Strategic Plan also creates opportunities for comprehensive strategic planning and citizen participation.

1.2 Context

Lexington-Fayette County is located in Central Kentucky in the heart of the Commonwealth and home to the thoroughbred racing industry; a major research institution in the University of Kentucky; major retail and medical centers serving Central and Eastern Kentucky; and a growing craft bourbon and beer industry, among others. The merged city-county population is approximately 325,000 with nearly 18 percent of those residents having income below the Federal Poverty Level. The Lexington-Fayette Urban County Government is led by a full-time Mayor and 15-member, non-partisan Urban County Council with an appointed Chief Administrative Officer who manages daily functions.

Annually, Fayette County serves over 5,500 individuals, including children, in the homeless system with an estimated 785 individuals, including children, experiencing homelessness on any given night. The community is still experiencing an affordable housing crisis that originally led to the creation of an Office of Homelessness to lead the Continuum of Care and an Affordable Housing Manager to direct a local Affordable Housing Trust Fund. Since the creation of these two offices and under the recommendations of the first report, the community has seen a decrease of homelessness on any given night by 48 percent and the effective end to veteran homelessness.

The Homelessness Prevention and Intervention Board consists of 13 members, all of which are appointed by the Mayor and confirmed by the LFUCG Council. Members include at least one (1) formerly homeless or homeless individual, two (2) LFUCG Council members, and the remaining members are representatives from relevant organizations and projects serving homeless subpopulations. The Continuum of Care membership has an active core of 24 organizations with over 100 additional organizations being members but not active.



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2.0 SCOPE

2.1 Objectives

- 2.1.1 Development of the Plan should use existing data to help determine housing, homeless, special population, and community development needs. To the extent available, development of the Plans should incorporate the most current data from the U.S. Census Bureau's American Community Survey (ACS) and the U.S. Housing and Urban Development Point-In-Time, Housing Inventory Count, and System Performance Measures.
- 2.1.2 Development of the Plan should foster an inclusive process that facilitates participation at all levels, especially those currently experiencing homelessness, those housed in participating projects, and those formerly homeless within the last three (3) years, racial/ethnic minorities, and persons with barriers to participation, including all legally protected classes.
- 2.1.3 Development of the Plan should involve consultation with a broad sector of public and private organizations for collaboration and collective problem solving in determining needs, objectives, goals and priorities.
- 2.1.4 The Plan should consider best practices emerging in the homeless service industry as well as the affordable housing industry.
- 2.1.5 The Plan should address emerging state-of-the-art evidence-based practices for both homeless service delivery to reduce and end homelessness and affordable housing.
- 2.1.6 The Plan should address how to replicate those best practices in Fayette County if applicable.
- 2.1.7 The Plan should consider all community needs and resources available to meet those needs.
- 2.1.8 The Plan should recommend changes if needed to the current governance and/or authority structure based on best practices in the homeless service industry. No limiting assumptions should be made as to the extent of recommendations.
- 2.1.9 Based on identified community needs, the Strategic Plan should:
 - 2.1.9.1 Indicate general priorities for allocating funds to the various housing and homeless needs identified in the Plan;
 - 2.1.9.2 Indicate the basis or reason behind the priority level (and relative priority) given to each category of priority need;
 - 2.1.9.3 Identify any obstacle to meeting underserved needs;
 - 2.1.9.4 Summarize specific objectives for meeting the needs in each priority area describing funds reasonably expected to be made available;



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2.1.9.5 Identify quantifiable proposed accomplishments for each specific objective.

2.1.9.6 The Plan should report on specific items required by HUD, such as effectively ending youth homelessness, effectively ending family homelessness, reducing the length of time homeless, effectively ending chronic homelessness, reducing reduces to homelessness, Housing First, of families living in poverty and removing barriers to affordable housing.

2.1.9.7 The Plan should be structured to serve as a basis for the Continuum of Care's funding allocation processes and for assessing performance on an annual basis.

2.2 Services

The services to be performed under the proposal include, but are not limited to:

2.2.1 Statistical and informational data collection and preparation of charts and narrative necessary to prepare a housing and homeless needs assessment for Fayette County.

2.2.2 Consultation with public and private agencies, including those that provide affordable/subsidized housing; health and public/human/social services; state or local health and child welfare agencies; adjacent units of local government, including planning agencies; and the Lexington-Fayette Urban County Housing Authority;

2.2.3 Consultation with other cities, counties, and outside leadership to research evidence-based practice and programing for both affordable housing and homelessness services delivery. Citizen participation activities such as publishing information, surveys, coordinating meetings, focus groups and hearings, and summarizing. Such activities must be carried out consistent with providing meaningful language access and must respond to public comments;

2.2.4 Using needs information obtained through data collection, consultation and citizen participation to make recommendations for the Plan.

2.3 Deliverables

2.3.1 The consultant will be responsible for providing one original paper copy and one electronic copy submittal of the Five-Year Strategic Plan.

2.3.2 Develop 5-Year plan for the fiscal year beginning 2021-2025.

2.3.3 Perform relevant consultations and data collection to complete the required tables and the analysis of homeless, housing and non-housing needs.

2.3.4 Prepare an Executive Summary for the Plan.

2.3.5 Assist the Homelessness Prevention and Intervention Board and LFUCG staff to assess the existing community needs as necessary to develop new strategies,



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goals, and priorities.

- 2.3.6 Assist the Homelessness Prevention and Intervention Board and LFUCG staff with development of new strategies, objectives, priorities and programs for inclusion in the Plan.
- 2.3.7 Develop and incorporate a performance measure component as required by HUD.
- 2.3.8 Conduct consultations with public and private organizations and community groups as required.
- 2.3.9 Assist the Homelessness Prevention and Intervention Board and LFUCG staff with review of the current Plan to determine whether updates/changes are needed.
- 2.3.10 Provide a resource binder to include, at a minimum, a list of data sources, copy of data collected, consultations, records, and other supporting documentations used to develop the Plan.
- 2.3.11 Develop a list of housing and homeless service stakeholders in Lexington-Fayette County.
- 2.3.12 Provide meaningful involvement of citizens, community-based organizations, businesses, elected officials, those experiencing homelessness, formerly homeless, and housing and service providers in the planning process.
- 2.3.13 Conduct regular consultation with the Homelessness Prevention and Intervention Board and LFUCG staff.
- 2.3.14 Collect and analyze statistical information that provides an overall picture of the homeless and housing needs of Fayette County. At a minimum, the assessment should include the following:
 - Housing supply and demand
 - Housing affordability analysis
 - Cost-burdened households
 - Housing types
 - Housing conditions, including substandard units
 - Disproportionate racial/ethnic group housing needs
 - Specific housing objectives
 - Needs of Public Housing
 - Inventory of local, state and federal assisted housing
 - Barriers to affordable housing
 - Inventory of emergency shelters, transitional housing and permanent housing for the homeless
 - Needs of sheltered and unsheltered homeless
 - Needs of subpopulations
 - Needs of persons threatened with homelessness



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- Special Independent Living needs and issues for persons with physical and mental disabilities
 - HIV/AIDS population housing needs
 - Supportive service needs
 - In general, how are other affordable housing trust funds at the city (local) level funded?
 - How does the local entity utilize the funds? i.e. loans, grants
 - What types of develop/activity is funded? i.e. homeownership, rental, rehab, 501c3 capacity, operations cost
 - What are innovative uses of the fund?
 - What are other cities/counties doing to address the growing need for 30 percent area median income and below?
 - Who is the CoC lead and how do they work with AHTF
 - Is there a non-profit that is the AHTF organization or government?
 - How do they partner on projects if they do?
 - Do they have projects dedicated to coordinated entry or the CoC clients?
 - Best Practices in general of both AHTF and partnerships with homeless lead organizations or non-profits
 - How/Is the affordable housing dollars ever parred with private rental subsidies, not HUD Housing Choice Vouchers or dedicated HUD vouchers.
 - How are those rental subsidies funded?
- 2.3.15** Develop a 5-year Consolidated Plan that brings needs and resources together in a coordinated housing and community development strategy.
- 2.3.16** At a minimum, this Plan should include the following:
- Establishment of priority needs
 - Obstacles to meeting housing/homeless goals and objectives
 - Affordable housing strategy
 - Anti-poverty strategy
 - Programs to assist households with incomes below the poverty level
 - Coordination with other programs and agencies
 - Community development priority analysis and strategy
 - Institutional structure
 - Housing
 - Public Services
 - Community development
 - Strengths in the institutional structure
 - Gaps in the institutional structure



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- Coordination
- Implementation of housing and ending homelessness strategy
- Source documentation and data;
- Interim reports, memorandums, addendums, etc.
- Public announcement as published (or script, if broadcast);
- Information packets, surveys, questionnaires, and other materials handed out at public meetings;
- Formalized notes from and/or descriptive narrative of events;
- Copies of written public comments, summaries of verbal comments, and responses.
- Presentation materials for stakeholder meetings, public meetings and hearings.
- Any other materials substantially relevant to the Plan or its development process.

3.0 STAFF RESPONSIBILITIES

The Office of Homelessness Prevention and Intervention's Director is the main point of contact and other staff members from the Office as well as the Homelessness Prevention and Intervention Board Chair shall be available on a limited and negotiated basis to coordinate activities with the consultant.

At a minimum, Director will be available for bi-weekly meetings/calls with the Consultant to review progress, coordinate activities, and discuss policy issues. Office staff will also assist by providing required documents or other necessary documentation.

The proposal should specifically describe any assumptions with regard to the role of LFUCG staff members or Board members.

4.0 GENERAL PROVISIONS

4.1 Proposal Submission

In order to be considered, proposals must be received by the August 8, 2019 deadline. The proposal must respond to each of the required narrative questions to be complete.

Proposals containing significant omissions of required information will be considered non-responsive and will be removed from the funding process. Significant missing responses to narrative questions constitute an incomplete proposal. The final decision regarding proposal completeness and penalties will be determined by the Director of the Office of Homelessness Prevention & Intervention.



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4.2 Acceptance/Rejection of Applications

The LFUCG reserves the right to reject any proposals which may be considered irregular, show serious omission, contain unauthorized alteration of form, or are incomplete.

The LFUCG reserves the right to accept or reject any or all applications in whole or in part, with or without cause, to waive technicalities, to implement scoring penalties, or to accept applications or portions thereof which, in the Urban County Government’s judgement, best serve the interests of Urban County Government.

4.3 Requests for Clarification

The LFUCG reserves the right to request clarification of information submitted and to request additional information (to clarify the information submitted) of the applicant either orally or in writing. This may include negotiation of funding amounts, outcomes, and other adjustments prior to the execution of a funding award.

4.4 Timeline

Completed proposals are due no later than 2 p.m. on Thursday, August 8, 2019, and late or incomplete proposals will not be accepted or evaluated.

The LFUCG intends to conduct proposal evaluation immediately following the proposal due date and intends to make funding announcements no later than September 1, 2019. This timeline is subject to change without notice.

No funds may be expended prior to the execution of a funding agreement and pre-award costs will not be reimbursed.

After contract award, progress invoices shall be submitted monthly, subject to review and approval by the Office of Homelessness Prevention and Intervention. Payment terms are Net 30 days from receipt of invoice. **Tentative Schedule:**

Responses Due to LFUCG	August 8, 2019	
Proposers’ Interviews (if necessary)	August 15, 2019	
Contract Start Date	September 18, 2019	
Draft Documents Available for Staff Review	December 20, 2019	
Review Plan from Homelessness Prevention and Intervention Board and Continuum of Care membership	January 8, 2020	
Draft Documents Back to Consultant for final	January 15, 2020	



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Adoption by Board and Continuum of Care membership	March 11, 2020
Presentation to LFUCG Council	April 2020
Release to the Public and Close Out Contract	May 1, 2020

4.5 Evaluation

Proposals will be evaluated by a neutral panel. The scoring criteria are outlined in Section 5.0 Proposal Format and Evaluation.

4.6 Selection

The highest scoring proposal as determined by the panel will be recommended for funding and contacted to negotiate a funding agreement. Should no agreement be reached, the second highest scoring applicant will be contacted.

5.0 PROPOSAL FORMAT AND EVALUATION

The Proposer must submit one (1) master (hardcopy), (2) electronic versions in PDF format on a flash drive or CD and five (5) duplicates (hardcopies) of their proposal for evaluation purposes. A complete proposal contains each of the following components:

- One Page Cover Sheet containing:
 - Organization or Lead Applicant Name and Authorized Representative
 - Organization or Lead Applicant Address, Phone Number and E-mail
 - Title of proposed project
 - Brief summary of proposed project (250 words or less)

- Project Narrative responding to each of the evaluation criteria and utilizing format described below (10 pages or less)
 - Double spaced
 - Single sided
 - Times New Roman 12-point font with 1-inch margins
 - Page numbers in bottom right corner



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Standard	Criteria	Points Available (100)
Scope of Proposal	Does the proposal reflect an understanding of the project objective, methodology to be used and desired results?	30
Personnel/Experience	Do the persons working on the project have necessary experience and qualifications? Are sufficient resources committed to the project? Does the individual/firm have prior experience with Consolidated Plans? Are references adequate?	25
Availability	Does the proposed timeline reflect the project goals and is it realistic to meet requirements? Are qualified staff available to assist as necessary?	15
Cost	Is the proposed cost reasonable and adequate to meet project requirements? Are appropriate expenses clearly outlined?	30

The final scope of services will identify a project schedule, tasks, deliverables, and expected expenditures by task. The scope will also indicate respective responsibilities of the consulting firm and LFUCG staff.

All respondents are required to include the following information in the submittal as a minimum. Respondents are to number and name each section as follows:

1. Methods and Approach – Describe your expected or recommended approach and tasks. Describe the anticipated interaction with the Homelessness Prevention and Intervention Board and LFUCG. Provide an outline (i.e., timeline) of your anticipated schedule for completing consultant tasks.
2. Scope of Work Deliverables – Provide your Deliverables for the Scope of Work outlined in this document.
3. Qualifications and Experience – Provide relevant information regarding previous experience related to developing similar plans and services to the ones listed under our Deliverables above:
 - Number of years in the business
 - Overview of services offered, qualifications
 - Names and location of similar projects. Three references of such projects, to include:
 - Service provided
 - Date of service



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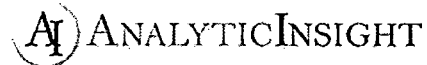
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- Client organization
 - Contact name and title, phone, and e-mail address of public agency reference(s) overseeing the planning effort
 - Samples (preferably three via a web link or pdf files) of work products for similar projects
4. List of Project Personnel – This list should include the identification of the contact person with primary responsibility for this contract, the personnel proposed for this contract, and any supervisory personnel, including partners and/or sub-consultants, and their individual areas of responsibility. A résumé for each professional and technical person assigned to the contract, including partners and/or sub-consultants, shall be submitted. The résumés shall include at least three references from previous assignments.
 5. Organization Chart/Proposed Project Team – An organization chart containing the names of all key personnel and sub-consultants with titles and their specific task assignment for this contract shall be provided in this section.
 6. Availability – Describe the availability of project personnel to participate in this Project in the context of the consultant firm’s other commitments.
 7. Estimated Hours by Task – Provide estimated hours for each proposed or optional task, including the time required for meetings, conference calls, etc.; and the total project cost.
 8. Schedule of Rates and Cost by Task - Provide a schedule of rates and an anticipated cost of each task identified in the Scope of Work Deliverables section; including the preliminary and final reports, and the total project cost.

PROPOSAL TO DEVELOP A 5-YEAR STRATEGIC PLAN TO REDUCE AND END HOMELESSNESS IN FAYETTE COUNTY



Prepared for:
Lexington-Fayette Urban
County Government
Room 338, Government Center
200 East Main Street
Lexington, KY 40507



Prepared by:
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(207) 221-3125
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TABLE OF CONTENTS

Cover Letter	2
1. Methods and Approach.....	3
Key Informant Interviews	3
Social Network Analysis	4
Six Stakeholder Focus Group Planning Sessions	7
Data Analysis and Reporting.....	13
Final Action Plan	15
Timeline.....	16
2. Scope of Work Deliverables	17
3. Qualifications and Experience.....	19
References.....	31
Work Samples.....	31
4. List of Project Personnel.....	32
5. Organization Chart/Proposed Project Team	33
6. Availability	34
7. Estimated Hours by Task.....	35
8. Schedule of Rates and Cost by Task.....	35
9. Forms	36
Appendix A: Staff Resumes	37

COVER LETTER

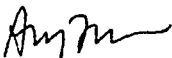
Applicant Name	Analytic Insight
Authorized Representative	Amy Flowers, President
Applicant Address	60 Pine St., Suite 3, Lewiston, ME 04240
Phone Number	207-221-3125
Email	amy@analyticinsight.org
Title	Proposal to Develop Five-Year Strategic Plan to Reduce and End Homelessness in Fayette County

SUMMARY OF PROPOSED PROJECT

- 1. Kick-off Meeting:** AI will meet with LFUCG to establish the deliverables and timeline.
- 2. Existing Data Gathering and Analysis:** AI will collect local and national data.
- 3. 50 Key Informant Interviews:** AI will develop an interview guide in consultation with LFUCG, schedule and conduct approximately 50 interviews.
- 4. Social Network Analysis:** AI will conduct a social network analysis of the interrelationships between organizations in Fayette County working on issues related to homelessness.
- 5. Strategic Planning Sessions:** AI will develop all materials, including fact sheets based on existing data and interview results, and facilitate six strategic planning sessions with a wide range of stakeholders and LFUCG project staff.
- 6. Data Analysis and Literature Review:** AI will analyze all data, develop graphs and tables using SPSS and excel, and conduct a grey literature review of best practices and case studies for the Five-Year Consolidated Plan and presentation materials.
- 7. Final Report:** AI will provide the project team with a draft report for review, make any revisions and provide the final report to the LFUCG project team.
- 8. Presentation:** AI will present findings and a summary of the issues and recommendations to LFUCG Council.

On behalf of all of us at Analytic Insight, thank you for the opportunity to present our proposal. We look forward to hearing from you soon.

Sincerely,


 Amy Flowers, PhD, President
 Analytic Insight

1. METHODS AND APPROACH

We have developed an approach that involves the early and consistent participation of the LFUCG and other relevant stakeholders. We begin by holding a kick-off meeting with the project team, via conference call or video call, to discuss the project goals, methodology, protocols and timeline. Provided below is the methodology we intend to use for this project.

KEY INFORMANT INTERVIEWS

We begin our data collection with key informant interviews in order to assess the current housing needs, the current local homelessness services and resources provided, identify gaps or duplications in the local continuum of care, the processes for communication between service providers, strategies currently employed to decrease the local homeless population and provide more affordable housing, and ways LFUCG can improve coordination with service providers.

For this assessment, we anticipate conducting approximately 50 structured interviews with representatives from organizations that work directly with people experiencing homelessness and housing needs including CoC member organizations, as well as other key stakeholders, including local government housing organizations, direct service providers, school administrative staff, law enforcement, faith-based organizations and related non-profit organizations. AI may include interviews of up to ten individuals experiencing homelessness at the discretion of the LFUCG project team. We will work with the project team to obtain a comprehensive listing of stakeholders to contact for initial interviews.

Our goal will be to conduct an interview with a representative from each identified stakeholder. These interviews will provide the opportunity to consult with public and private agencies, including those that provide affordable/subsidized housing; health and public/human/social services, state and local health and child welfare agencies, adjacent units of

local government, including planning agencies, as well as the Lexington-Fayette Urban County Housing Authority.

Our interview guide will be developed to structure the interviews and assess existing conditions, evaluate system structure, composition and rules of operation, understand service needs and the root causes that contribute to homelessness and housing needs in Fayette County. We will ask participants to identify needs, service gaps and duplications, as well as evaluate the effectiveness of the current services being provided in the community. We will analyze the characteristics of communication between service providers, LFUCG and stakeholders using social network analysis and explore ways to improve coordination among service providers.

We will develop specialized questions in the key informant interview guide for a social network analysis. Typically, these questions focus on how frequently organizations communicate, how recently they worked together related to homelessness or whether they share resources. We often ask a hypothetical question, such as “if you received grant funding related to homelessness and needed to build a comprehensive team, what organization would you contact first?”

SOCIAL NETWORK ANALYSIS

We anticipate examining a number of social network descriptive characteristics to further understand the overall network of providers and stakeholders who contribute to addressing the issue of homelessness in Fayette County. During our key informant interviews, we will ask stakeholders to name, for example, the three organizations or individuals they have worked with most closely on homelessness and housing issues. This allows us to develop an understanding of the network of interrelated organizations working together to address homelessness in Fayette County.

The social network analysis will give LFUCG descriptions of the network, including measures of cohesiveness (how closely all organizations work together), what types of organizations (e.g. schools, law enforcement) are isolated from key service providers, and whether the network is characterized by "reciprocated" ties. We offer measures of the degree of cohesion, trust and social capital that is present among those working to address homelessness and housing in Fayette County.

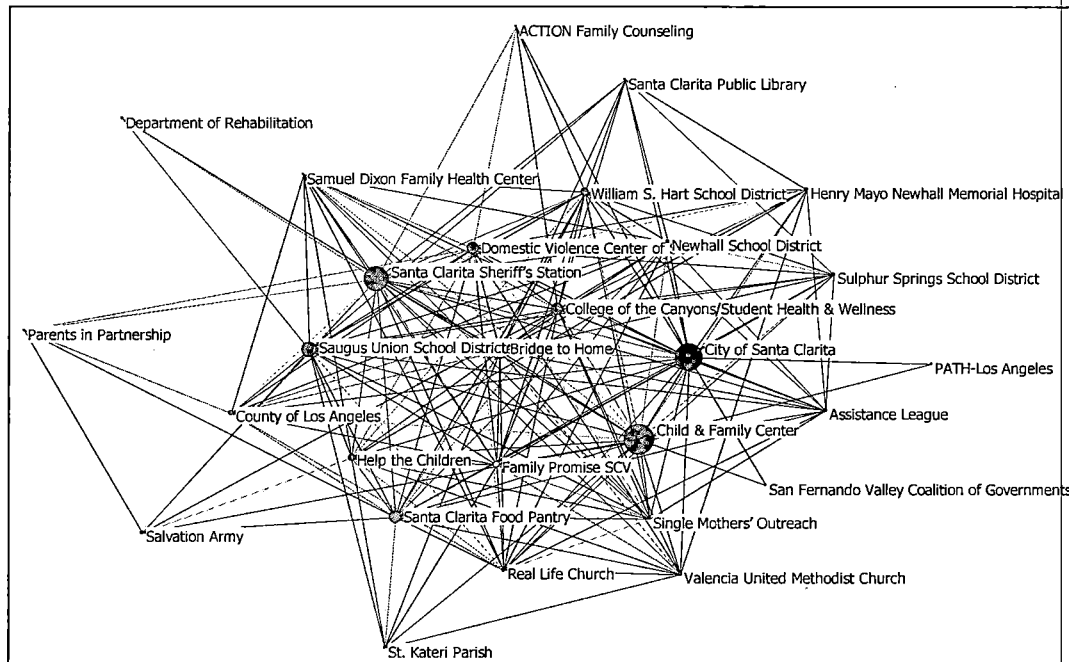
The network analysis may reveal subgroups or cliques within the network. If the data indicate that cliques are formed based on factors other than participation in homelessness initiatives, those will be important to identify. If the network contains highly segregated subgroups who are not well integrated, it may point to the need for additional communications or other efforts toward inclusion. If the network is integrated across naturally occurring divisions it indicates a particular strength.

AI uses UCINET software, which offers flexibility in exporting the matrices to produce visually stunning graphs. Nodes can be color coded according to any color palette, as well as scaled to size to represent an organization's measure on other variables.

The example chart below shows the network of organizations working on issues related to homelessness in the city of Santa Clarita, California. The graph was drawn based on answers to the question of how often an organization communicates with each other organization on a topic related to homelessness.

Organizations are color-coded by type, so that red nodes (circles) indicate City departments and blue nodes indicate service providers and green nodes indicate school districts. Dark solid lines connecting organizations indicate that they communicate weekly or more often,

as compared with the light blue that indicate organizations communicate at least monthly but less than weekly.



The size of each node conveys important information. The size of the node indicates the level of “betweenness”, or the proportion of communication in which they connect two or more other nodes that do not communicate with each other directly. A high betweenness score indicates that removal of the organization would have a critical impact on a large sector of the network. As shown in the graph, the City, the Sherriff, a few service providers and a single school district are the most “between” organizations that are key to any network communication.

The shape of the network is also important to note. With the exception of a few organizations (Department of Rehabilitation, Parents in Partnership and the Salvation Army), the network forms a circular, fairly smooth shape. This indicates (with exceptions noted) a well-distributed, evenly dense network. Those organizations may present an opportunity for increased inclusion.

The large amount of information contained in a single network analysis graphic and the large number of graphics that are made possible by a single survey question necessitates a strongly focused analysis. Graphics can be very complex and include a great number of variables and information. Alternatively, when focused on a single question, they can be quite straight-forward.

AI, if selected for this project, will provide focused and straight-forward information addressing the frequency of contact between stakeholders, the level of collaboration and the factors that define network ties. The focus of the analysis will be on actions LFUCG can take to strengthen the network, identify redundancies and gaps, as well as identify key players in the

The results will give LFUCG measures of cohesiveness, the direction of relationships, and whether the network is characterized by "reciprocated" ties. This is indicative of the degree of cohesion, trust and social capital present among those working to address homelessness. The analysis may also reveal subgroups within the network. This will inform actions LFUCG can take to strengthen the network, identify redundancies and gaps, as well as identify key players.

SIX STAKEHOLDER FOCUS GROUP PLANNING SESSIONS

AI proposes facilitating six focus group planning sessions with CoC stakeholders, including direct service providers, housing providers, government agency staff and elected officials, criminal justice system stakeholders, health care professionals, behavioral and mental health providers, and school staff. These sessions will focus on prioritizing action items to be used in developing an actionable strategic plan for reducing and ending chronic homelessness.

Invitations

In our initial discussions with LFUCG, we will discuss who to invite to the strategic planning sessions. LFUCG can develop a list or AI can develop the list by using the key informant interviews and asking respondents to name "thought leaders" or highly knowledgeable

individuals. For optimal results, we propose approximately 25-30 individuals attend each group session of interest to them.

AI will develop invitations to be distributed by email or postal service. An example of a flyer distributed to relevant stakeholders in our work for the city of Santa Clarita is provided to the right. We track RSVPs using our online survey platform where participants can confirm the day and time of their choice, download an agenda or ask a

City of SANTA CLARITA

Strategic Planning to Combat HOMELESSNESS

The City of Santa Clarita invites you to participate in planning to address the issue of homelessness.

DATES: MAY 17 AND 18
TIME: 8:30 AM TO 12:30 PM
**PLACE: Old Town Newhall Library
 24500 Main St.
 Santa Clarita, CA 91321**

This is an opportunity to begin collaborative efforts that address homelessness and enhance the quality of life for all Santa Clarita residents.

PLEASE RSVP USING THE FOLLOWING LINK
<https://tinyurl.com/ycr6ydog>
 OR CALL 207-514-7403

Thursday, May 17

PREVENTING HOMELESSNESS

- Goals and strategies to address our most vulnerable populations

SUBSIDIZED HOUSING

- For disabled homeless
- Rapid re-housing expansion
- Interim and bridge housing
- Funding opportunities and vouchers

INCREASING INCOME

- Employment opportunities
- Expand access to SSI, Veteran benefits

Friday, May 18

INCREASING AFFORDABLE HOUSING

- Need for Needs Study for linkage fees
- Rental requirements
- Needed zoning changes

CREATING A COORDINATED SYSTEM

- One-stop-stop system
- Streamline administrative processes
- Enhance the emergency shelter system
- Strategies to engage the community
- Data sharing strategies
- Establish an advisory council
- Links to needed services

question. We will arrange all logistics, including reserving the venues and providing refreshments, agendas and print materials, pens, markers, and any items needed for strategic planning exercises.

Planning Session Activities

We will work with the project team to ensure that the stakeholder focus group planning sessions cover all important topic areas. However, in our experience, there are several broad topic areas that LFUCG may wish to consider that will focus each of the individual planning sessions.

1. Preventing Homelessness
2. Inventory of Housing and Emergency Shelters
3. Housing Supply and Demand
4. Needs of Special Populations
5. Community and Business Engagement
6. Creating a Coordinated System

We will work with LFUCG to determine specific goals under each of the broad topic areas. The goals will focus the action items to be discussed among the planning session participants. For example, in our work for the City of Chattanooga, each planning session focused our discussion around several broad topic areas. For the planning session around the topic “Preventing Homelessness”, participants discussed specific actions to address the following goals:

1. Goal 1: Identifying at-risk families through schools and connecting to services
2. Goal 2: Enhance drug prevention and cessation services
3. Goal 3: Enhance mental health services
4. Goal 4: Increase employment opportunities/connection to federal benefit programs

Following an introduction to the assessment and planning process, participants break into small groups and discuss actions the community can take to address each goal for about 10-15 minutes. Each group completes an “action card” for each action, strategy or initiative they discuss together. An

Topic Area: Preventing Homelessness
Goal: Identifying at-risk families through schools

Action: _____

Need for resource: _____

Provider: _____

Interested parties who will work toward implementation or management of the action:

NAME	ORGANIZATION

example of an action card is shown above. Our action cards and structured discussion ensures that the recommendations will be specific and include the persons, organizations and resources that are needed to ensure completion of each action item.

Once each small group completes their action cards, we discuss the actions as a larger group to determine consensus and feasibility of the proposed actions. The moderator and note

taker review and document each proposed action on a white board or large post-it note paper as they are discussed with the larger group. This exercise is then repeated for each identified goal.

On each action card, we ask participants to provide details on each action card, including the specific actions that need to be taken to address the goal, the resources that will be needed to complete the proposed action, a potential timeline to complete the proposed action and any stakeholders that should be approached to collaborate on the proposed action.

AI is using this approach in the development of Oklahoma City’s comprehensive homeless plan and has successfully used this approach to develop comprehensive plans for both the cities of Chattanooga, Tennessee and Santa Clarita, California.

Planning Session Locations and Timing

AI will arrange all logistics for the planning sessions. In general, we look for facilities that include a well-known location with easy transportation, parking and access for all participants, clean, well-appointed facilities large enough to accommodate participants, and easily accessible restrooms.

Refreshments will be provided at each planning session such as finger sandwiches, cookies, beverages and coffee/tea, depending on the time of day. AI proposes offering several dates, times and topic areas. Attendees will be able to choose topic areas of interest, dates when they are available, or attend all of the planning sessions as listed in the agenda.

Day	Session Time	Proposed Topic Area
Tuesday	9:00 AM – 12:00 PM	Preventing Homelessness/Housing Affordability
	1:00 PM – 4:00 PM	Inventory of Housing and Emergency Shelters
Wednesday	9:00 AM – 12:00 PM	Housing Supply and Demand
	1:00 PM – 4:00 PM	Needs of Special Populations
Thursday	9:00 AM – 12:00 PM	Community and Business Engagement
	1:00 PM – 4:00 PM	Creating a Coordinated System

EXISTING DATA ANALYSIS

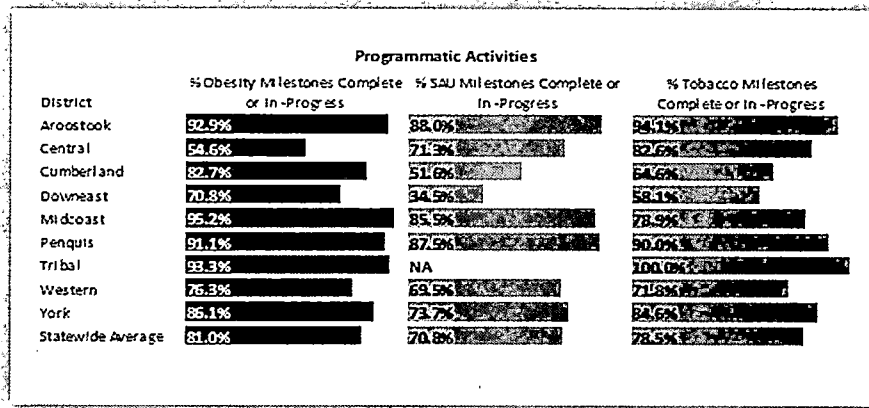


As a part of this study, AI will examine statistical and informational data sources and prepare a housing and homeless needs assessment. We will evaluate data including city, county and state-level CoC program data, PIT counts, HMIS data points and previously conducted needs assessments, as well as Census, HUD and Department of Labor data which will complement the data collected during the key informant interviews and stakeholder planning sessions. AI has extensive experience working with large, national data sources to create area profiles. In our work on the Cooperative Agreement to Benefit Homeless Individuals (CABHI) Evaluation funded by the United States Substance Abuse and Mental Health Services Administration, AI created profiles for 30 grantees. These profiles included information on the service provider's demographic profile compared to national trends, veteran population, participation by area residents in mainstream benefits such as Social Security, Supplemental Security Income or food assistance benefits, and housing demographics.

AI produces a variety of charts and graphs to show results of quantitative data obtained from existing data sources. An example is provided below from our work with the state of Maine's Healthy Maine Partnerships where we analyzed program data entered into a statewide tracking system.

CASE STUDY CABHI GRANTEE: ALBUQUERQUE HEADING HOME

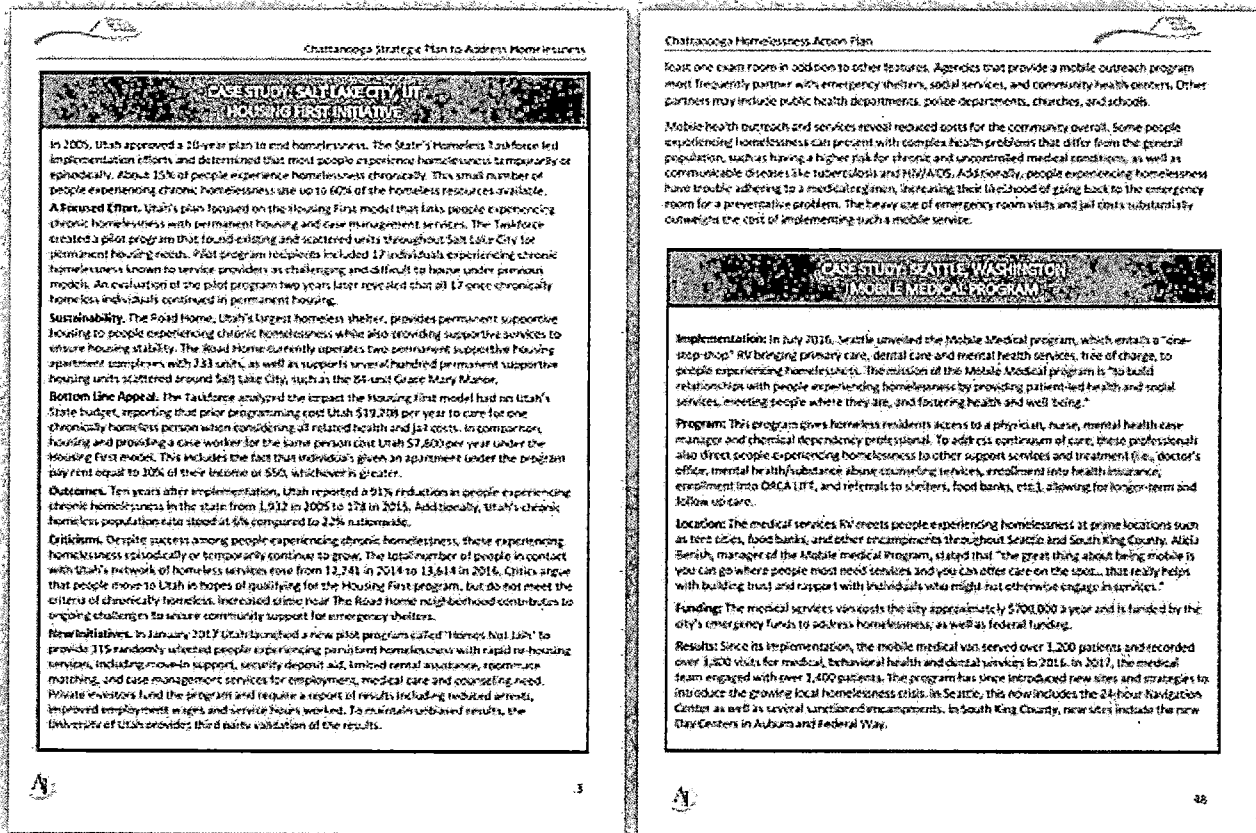
- **Emphasis on chronically homeless and medically vulnerable people with mental health and/or substance use disorders**
- **Organizational strengths: Political will, support from Mayor and business community**
- **Challenges: Focus on medically vulnerable individuals meant that women and families were underrepresented**
- **Lessons Learned: Cost savings (reduced shelter, jail and emergency room costs) generated positive reputation and community support enabling a stronger network to address women and families experiencing homelessness.**



AI will conduct a literature review of other studies or data conducted by cities or communities like Fayette County, as well as research of best practices, strategies and actions that cities or communities like Fayette County have implemented to reduce and end homelessness. AI may develop case studies detailing successful implementation activities for action priorities. AI used this approach in our work in Chattanooga to great success.

We often use case studies in our final report to document real-world examples of actions communities take to address similar issues. AI recently incorporated the use of case studies in our 2018 Homelessness Action Plan for the Chattanooga Community to strengthen our recommendations for implementation and action. The following graphic shows two examples of case studies used in our previous strategic planning report.





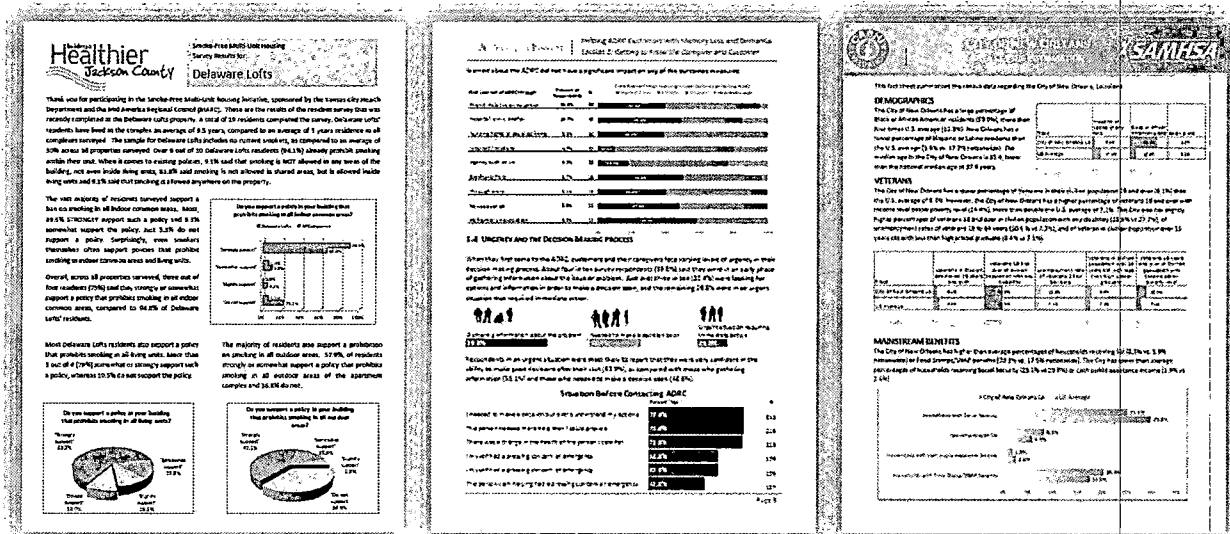
DATA ANALYSIS AND REPORTING

Through AI’s extensive experience working with state and local agencies, we have learned that it is critical to work closely with our client to dive deep analytically into the findings. When developing recommendations, we will work closely with the LFUCG project team to ensure that we address strategies that are practical for Fayette County and within the scope of the research.

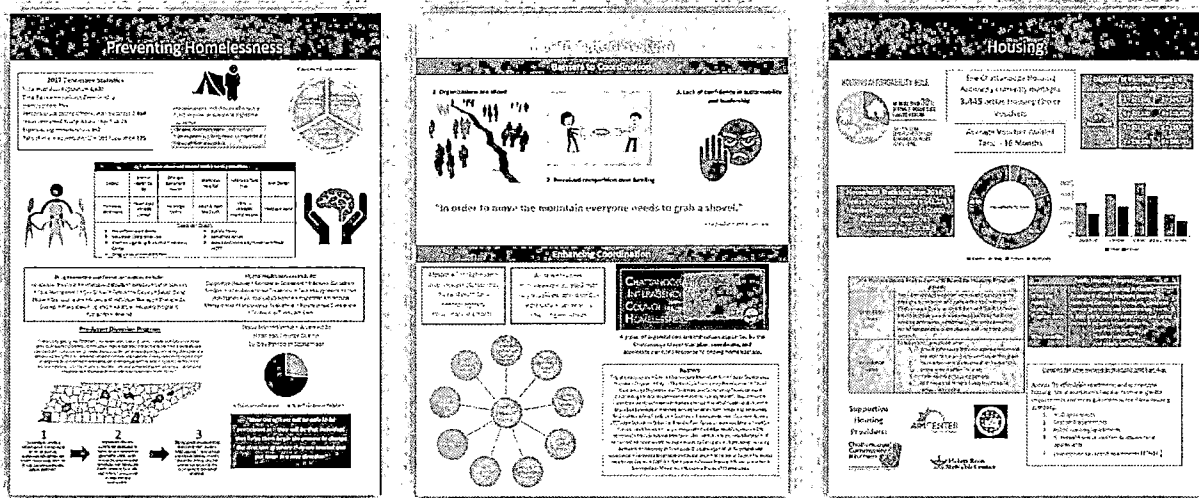
AI has extensive experience summarizing complex findings. In our final report, we strive to paint a portrait of the data with all its rich complexity and context. To accomplish this, we present scientific findings alongside well-designed charts and respondent or stakeholder quotations that poignantly illustrate key findings. Presenting qualitative data obtained through one-on-one interviews, focus groups or planning sessions is a specialty of AI.



AI takes pride in our ability to produce aesthetically pleasing visual tools and templates. AI has developed infographics and facts sheets for a number of our projects. We developed fact sheets for housing owners under our evaluation of Kansas City's Community Transformation Grant, to educate them about the advantages of smoke-free policies. We also recently developed fact sheets for grantees of SAMHSA's Cooperative Agreement to Benefit Homeless individuals (CABHI), provided here. Our strategy is to develop report graphics to provide clear, interesting and accurate portrayals of the results.



A few of the fact sheets we developed for our homelessness study in Chattanooga are shown on the following page. These fact sheets were distributed during stakeholder strategic planning sessions and each correlated with the action plan for the planning session.



FINAL ACTION PLAN

The result of the key informant interviews, interviews with individuals experiencing homelessness, stakeholder strategic planning sessions, and the use of existing data sources will be combined to produce the final comprehensive Strategic Plan Report.

AI will provide a draft analysis and report, revised with input from the project team, as well as a final analysis and report. Our Action Plan for the City of Chattanooga is available at: <https://www.analyticinsight.org/chattanooga-report>

The Five-Year Consolidated Plan will include all the items as listed in the RFP, including an Executive Summary, all information packets, key informant interview guides, advertisements, planning agendas, notes, including Action Cards and all other relevant materials. In addition, AI will develop presentation materials for stakeholder meetings, public meetings and hearings, in consultation with the LFUCG project team.

TIMELINE

Task	Person Responsible	Date(s)
Kick-off Meeting: AI will meet with the project team to discuss the project deliverables and timeline.	AF	September 18, 2019
Existing Data Gathering and Analysis: AI will collect information from local and national data sources.	LO	September 19 – October 13, 2019
Draft Key Informant Interview Guide: AI will develop an interview guide for the key informant interviews.	AF	September 27, 2019
Key Informant Interview Guide Review and Finalization: AI will work with the LFUCG project team to finalize the draft interview guide.	AF	October 4, 2019
Conduct Key Informant Interviews: AI will schedule and conduct approximately 50 interviews.	LO, AR	October 7 – November 9, 2019
Strategic Planning Session Logistics and Material Development: AI will develop invitations, arrange venues, refreshments, agendas and all other materials for the planning sessions.	LO, AR	October 14 – November 9, 2019
Conduct 6 Strategic Planning Session: AI will moderate 6 strategic planning sessions.	AF, LO	Week of November 12, 2019
Data Analysis and Literature Review: AI will analyze all data, develop graphs and tables using SPSS and excel, and conduct a grey literature review of best practices and case studies for the final Strategy Report.	AR, JF	November 1 – December 20, 2019
Draft Report: AI will provide the project team with a draft report for review.	AF	By December 20, 2019
Final Report: AI will make any revisions and provide the final report to the LFUCG project team.	AF, LO	January 15 – February 17, 2020
Presentations: AI will present findings to LFUCG Council.	AF	April 2020

2. SCOPE OF WORK DELIVERABLES

Our organizational capacity exceeds that required for the project and our coordinated, collaborative approach ensures that no milestones or deliverables will be dependent on a single individual.

Our deliverables will include:

1. **Kick-off Meeting:** AI will develop an agenda and meet with the project team by conference or video call to discuss the project deliverables and timeline. We will distribute notes from the call within two business days after the call.
2. **Existing Data Gathering and Analysis:** AI will collect information from local and national data sources and provide statistical analysis, charts and a narrative analysis. The data sets and reports gathered will form one early deliverable. The narrative and analysis will be presented in the draft and final reports, as well as the presentations developed later in the project.
3. **Key Informant Interview Guide Development:** AI will provide a draft interview guide, work with the project team to finalize the questions, and provide a final interview guide.
4. **Key Informant Interviews and Notes:** AI will schedule and conduct up to 50 interviews. The interview scheduling and interview notes will become part of our final reporting. Our interviews consist of a combination of quantitative and qualitative questions, which are typically combined in a spreadsheet presenting person-by-person findings.
5. **Social Network Analysis:** AI will conduct a social network analysis and provide charts showing the analysis. AI will work with LFUCG to ensure that your questions are

- answered, using color-coding of groups of organizations (e.g. by geographical area, provider type etc.) and specialized analyses.
6. **Logistics for the Strategic Planning Sessions:** AI will develop and distribute paper and e-mail invitations, arrange venues and refreshments for the planning sessions.
 7. **Fact Sheets and other Materials for Strategic Planning Sessions:** AI will develop fact sheets for each planning topic, customized invitations and agendas. We will provide custom lanyards for participants, folders containing a session agenda, fact sheet, schedule and blank paper for note-taking, pens and all other needed materials.
 8. **Facilitation of Six Strategic Planning Sessions:** AI will moderate 6 strategic planning sessions. Deliverables will include notes, pictures of white board notes documenting conversations, completed Action Cards and attendance lists.
 9. **Data Analysis and Literature Review:** AI will analyze all data, develop graphs and tables using SPSS and excel, and conduct a grey literature review of best practices and case studies for the final Strategy Report.
 10. **Draft Report with Executive Summary:** AI will provide the project team with a draft report for review.
 11. **Final Report:** AI will make any revisions and provide the final report to the LFUCG project team.
 12. **Presentation Materials:** AI will develop and revise presentation materials for stakeholder meetings, public meetings and hearings.
 13. **Presentation:** AI will present findings in-person to LFUCG Council.

3. QUALIFICATIONS AND EXPERIENCE

AI is a HUBZone certified, woman-owned small business that provides public opinion research, strategic planning, needs assessments and program evaluations. AI has provided strategic planning, needs assessments and program evaluations since 2007, for 12 years at the city, county, state, and federal levels. As an opinion research and strategic consulting firm, our mission is to provide accurate, innovative and exemplary research.

AI is well-versed in all aspects of data collection, qualitative and quantitative data analysis and reporting, as well as strategic planning, needs assessments and program evaluation around the issue of homelessness. AI has conducted numerous complex strategic planning and needs assessment projects similar to the LFUCG strategic planning around homelessness.

- AI developed comprehensive strategic plans to combat and reduce homelessness for the cities of Chattanooga, Tennessee, Santa Clarita, California and Oklahoma City, Oklahoma. In each project, we enhanced collaboration and built trust among CoC service providers throughout the planning process, while using similar methods as those proposed for Fayette County. These methods included key informant interviews, social network analysis, community meetings and stakeholder focus group planning sessions.
- AI provided evaluation services for the Substance Abuse and Mental Health Services Administration's (SAMHSA's) Cooperative Agreement to Benefit Homeless Individuals (CABHI) program evaluation, under a subcontract with RTI. For the past three years, AI worked with data from 30 grant recipients to provide demographic profiles for their service area.

- We have developed strategic plans related to services and infrastructure, including the development of a strategic plan to address the aging population (the Seniors' Agenda) in Santa Clara County.
- In 12 years of business, AI has provided numerous needs assessments related to poverty, homelessness, youth and families, aging and disability and access to social services, including for the state of Kentucky's Division of Vocational Rehabilitation.

AI is a woman-owned small business with five professional staff members. In addition to providing strategic planning services to local communities, we have surveyed over 50,000 individuals and conducted over 100 focus groups on topics ranging from community needs, mental health, alcohol, tobacco and other drug use, homelessness, disability, aging and other topics related to health and public policy.

AI prides itself on providing an objective, external viewpoint while offering a methodology grounded in the local perspectives and insights of community members and stakeholders. Several of our clients have pointed to this as a particular strength when hiring AI for their research and strategic planning needs.

AI is located in the state of Maine where the quality of life is high and the cost of living is low. This enables us to provide LFUCG with exemplary customer service and client relations, as well as efficient, innovative and responsible work products at a very low cost. Our national experience provides a high level of expertise in homelessness planning and strategies including the Housing First model, while our grounded objective approach ensures that the project is based on the local expertise of Fayette County's stakeholders and residents.

AI is currently working with Oklahoma City, Oklahoma on the development of a comprehensive strategy to address homelessness. Additionally, AI has experience developing

comprehensive homelessness plans for several communities including Chattanooga, Tennessee and Santa Clarita, California. AI's federal experience includes evaluation services for the Substance Abuse and Mental Health Services Administration's (SAMHSA's) Cooperative Agreement to Benefit Homeless Individuals (CABHI) program under a subcontract with RTI, Inc. AI worked with data from 30 grant recipients to provide demographic profiles for their service area, including for the Mountain Comprehensive Care Center and its service area that included the Kentucky counties of Floyd, Johnson, Magoffin, Martin and Pike.

Most of AI's work is at the state and community level, where we take a project from the planning of a proposal to the presentation of final results. At the onset of a project, we often use secondary data sources such as the Census or Department of Labor Statistics to establish the demographic and cultural background of the project's population of interest. For example, in our recent work to provide comprehensive homelessness plans in Chattanooga and Santa Clarita, AI used secondary data to report the community's specific homeless demographics. Additionally, AI conducts needs assessments for AARP's age-friendly community grant recipients, which typically include a demographic and housing profile of the community based on available Census data.

AI prides itself on our ability to build partnerships with the local community to support our research projects. Our use of participatory action research techniques ensures that we engage relevant stakeholders throughout the research process. By establishing relationships and securing community buy-in from the start,

“Their position as outsiders enabled Analytic Insight to be objective, but informed. AI was knowledgeable about the subject matter without being part of the internal politics and provided an external, neutral perspective.”

Lee Pullen, Director of Marin County Aging and Adult Services

our clients are able to build on those relationships into the future for programming implementation and other needed investments.

AI's ability to work collaboratively with a variety of essential partners and community stakeholders, as well as our experience in providing strategic planning services around the issue of homelessness to local communities will bring exceptional value to LFUCG. As importantly, because of AI's federal work around the issue of homelessness, LFUCG will have access to a broad range of potential solutions – evidence-based approaches taken by similar areas nationwide – and their outcomes.

STRATEGIC PLANNING TO ADDRESS HOMELESSNESS IN CHATTANOOGA, TN

AI developed a comprehensive 2018 homelessness action plan for the City of Chattanooga, Tennessee. AI worked with City representatives and the Chattanooga Interagency Council on Homelessness (CICH), a group of organizations and individuals appointed by the Mayor of Chattanooga to plan, coordinate and accelerate the City's response to ending homelessness, which is similar to the Task Force on Homelessness established by Oklahoma City's Mayor.

To produce a comprehensive action plan for the City, AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. We also facilitated nine stakeholders focus group planning sessions with key stakeholders and City leaders. AI held a public meeting to prioritize action items discussed throughout the planning sessions and conducted a network analysis for the City. Together with a literature review of best practices, and successful action plans completed nationwide, we were able to provide a thorough and well-studied final action plan that highly satisfied our clients.

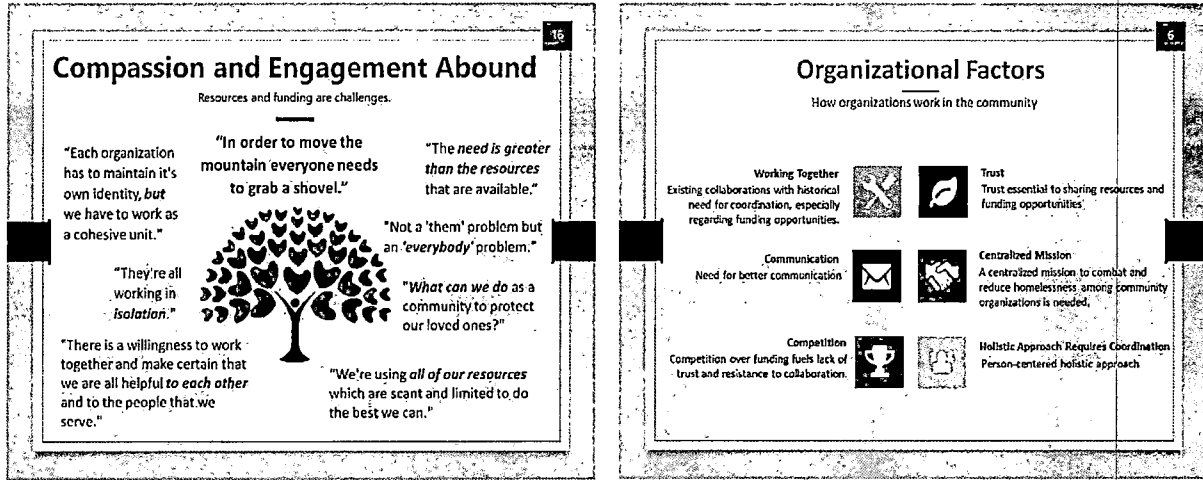
Our final report started with a vision statement to end homelessness to help set an optimistic mindset and positive outlook when looking at and reviewing the report. Next, we provided an executive summary with a short run-through of our entire report, followed by an introduction and background section that included information about the point-in-time count for homeless individuals in Chattanooga and other demographics. We then provided an assessment of the organizations that work to serve people experiencing homelessness and their needs in the sections titled “Community Challenges, Needs and Assets,” and “the Network of Organizations.” These sections included qualitative and quantitative data collected through key informant interviews and existing data, as well as a social network analysis diagram showing how well organizations work together to address homelessness. Lastly, AI presented the 2018 Chattanooga Community Action Plan that detailed 15 recommendations and solutions produced through the strategic planning sessions and public forum.

Charts and graphs were used heavily throughout the report to provide a visual understanding of the information being presented. Additionally, sprinkled throughout the report were case studies of similar actions and information snapshots of pertinent information. AI presented all these report elements in an aesthetically and visually appealing way.

AI developed the logic model depicted on the next page for the City of Chattanooga that demonstrated the flow from homelessness to housing, as well as a comprehensive homelessness plan detailing 15 actions for the City to pursue over the next five years. These actions ranged from short-term items, such as creating a standardized assessment and referral process, to long-term items such as establishing a low-barrier emergency shelter and increasing scattered site capacity for rapid re-housing. Other actions centered on hiring personnel such as Housing

Navigators to focus efforts on finding and placing people experiencing homelessness into permanent and stable housing as quickly as possible.

The slides below are from our presentation of the results to the taskforce on homelessness.



The link below provides the entirety of our final homelessness action plan.

<https://www.analyticinsight.org/chattanooga-report>

This project demonstrates our ability to lead stakeholder planning sessions with service providers, government leaders, community organizations and the public in a community approximately the same size as Fayette County and includes similar methodologies to those proposed for LFUCG in this proposal.

Chattanooga Report Sample

Chattanooga Homelessness Action Plan

Age of Chronically Homeless Persons

Among those experiencing chronic homelessness, the percentage of people under the age of 25 has declined somewhat since 2016 while the percentages of chronically homeless people age 25-54 and 55 and over have each increased.

Year	Under 25	25-54	55 and over
2016	37.4%	42.2%	20.4%
2017	23.6%	45.1%	31.3%
2018	20.0%	47.0%	33.0%

Source: HMIS Data

Homelessness and Race

Adults experiencing homelessness without children in Chattanooga are more likely to be white, whereas the majority of adults experiencing homelessness with children are African American.

Category	White	Black or African American	Other (including Asian and American Indian)
Adults without Children	29	17	9
Adults with Children	67	304	7

Source: HMIS Data, 2018

Chattanooga Homelessness Action Plan

Homeless Management Information System (HMIS). HMIS is a local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families experiencing homelessness and persons at risk of homelessness. Currently, approximately 130 providers, agencies and programs use Service Point to input data to comply with HUD's data collection, management, and reporting standards.

INFORMATION SNAPSHOT: CONTINUUM OF CARE

A Continuum of Care (CoC) is a regional or local planning body that coordinates federal funding for housing and services for people experiencing homelessness. The Southeast Tennessee CoC managed by the Chattanooga Regional Homeless Coalition serves eleven counties including Bledsoe, Bradley, Grundy, Hamilton, Franklin, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. Communities receive CoC funding primarily through the U.S. Department of Housing and Urban Development (HUD). HUD identifies four necessary parts of a continuum:

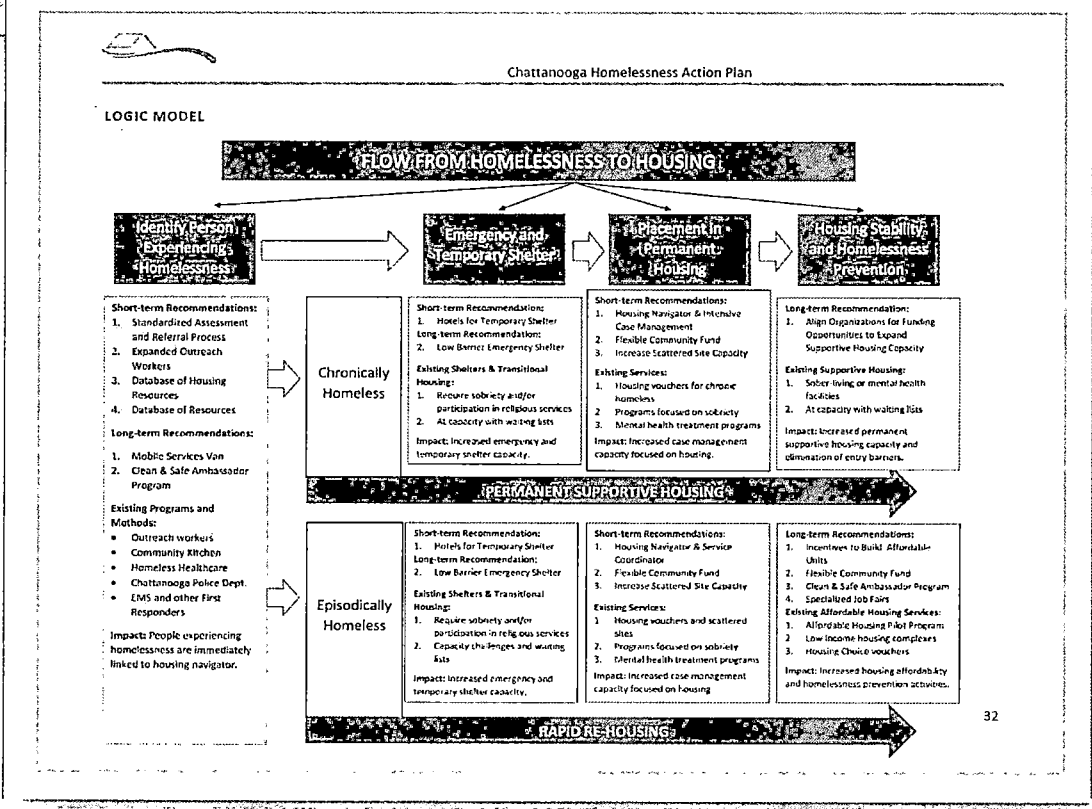
1. Outreach, intake and assessment in order to identify service and housing needs and provide a link to the appropriate level of both.
2. Emergency shelter to provide an immediate and safe alternative to sleeping on the streets, especially for homeless families with children.
3. Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed.
4. Permanent and permanent supportive housing to provide individuals and families with an affordable place to live with services if needed.

THE CHATTANOOGA INTERAGENCY COUNCIL ON HOMELESSNESS

On March 19, 2018, Mayor Andy Berke signed Executive Order Number 2018-01 creating the Chattanooga Interagency Council on Homelessness. Specifically, the Mayor created the Council to lead the community around an effective strategy to end homelessness. Additionally, the Mayor charged the Council with implementing a community plan that addresses the housing crisis, moves individuals experiencing homelessness into housing, and provides support to keep individuals housed. Specifically, the Council's responsibilities include the following:

- Develop the community's plan to end homelessness;
- Coordinate all groups to implement the plan;
- Hold stakeholders accountable to meeting the goals outlined in the plan;
- Build more accountability and transparency to the community around homelessness; and
- Unify community resources to address homelessness towards a common goal and process.

Mayor Berke appointed Elizabeth McCright and Donna Maddox as co-chairs to lead the Council, with both confirmed in April 2018. The Council is staffed part-time by two City Staff members. At its first meeting on May 8, 2018, the Council established its bylaws, operating guidelines and held an orientation detailing the current homeless services in Chattanooga. The Council created a Planning Committee charged with creating a working plan with input from the Chattanooga community. The



STRATEGIC PLANNING TO ADDRESS HOMELESSNESS IN SANTA CLARITA, CA

AI developed a comprehensive 2018 homelessness action plan for the City of Santa Clarita, California, the third largest city in Los Angeles County. To achieve this, AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. AI held a two-day planning event with stakeholders to develop a homelessness plan for the City of Santa Clarita. AI also conducted a network analysis for the City. Furthermore, AI developed the planning document and presented it, with City staff, to the City Council at a public meeting.

Our final report started with an introduction and planning context section that included the reason for the plan, information about our methodology and how it was carried out, as well as the current challenges facing organizations in the City. We then provided the bulk of our report findings in each of the topic area sections entitled “Preventing Homelessness,” “Increasing Income,” “Subsidized Housing,” “Increase Affordable/Homeless Housing,” and “Create Local Coordination,” which included specific actions relevant to each topic that the community could take to combat and end homelessness within their jurisdictions.

AI used charts and graphs throughout the report to provide a visual understanding of the information being presented. AI provided several network analysis graphics to display the connections of different organizations and how well each of them communicate with each other. Furthermore, AI color coded each topic area to allow for the final report to be presented in an easy-to-read format that mirrored Los Angeles County’s overall strategic visions of combating and ending homelessness in Fayette County.

The link below provides the entirety of our final homelessness action plan:

<https://www.santa-clarita.com/Home/ShowDocument?id=15984>.

For this project AI implemented a methodology that was very similar to the services we are proposing for LFUCG. This example demonstrates our ability to lead stakeholder planning sessions with business leaders, service providers and employees, to provide analysis within the context of state, city and county initiatives and requirements, to work with diverse stakeholders and to provide planning that is customized to fit the needs of our client.

SANTA CLARITA REPORT SAMPLES

TOPIC AREA: INCREASING INCOME

Homeless families and individuals, like all residents, want the opportunity to increase their income to the point of being able to afford their own home. They can be aided in this regard by identifying and securing the assistance they need to increase their income. Many homeless adults can increase their income by employment and those who are unable to work can increase their income by applying for federal disability and other benefits. Understanding of the assistance they need can enable a large percentage of homeless adults to afford their own housing.

By ensuring that homeless families and individuals are aware of what assistance they require and have available to them, increasing income becomes much more feasible. This includes linking homeless individuals with information to the benefits they may qualify for, such as SSI, Medi-Cal or Veterans benefits. For healthy and competent individuals, this will include linking to employment programs, such as Cal WORKS.

The goals that will be addressed in this section include:

- Linking homeless individuals to benefits such as SSI, Medi-Cal or Veterans Benefits
- Establish or enhance subsidized employment programs, including Cal WORKS

GOAL: LINKING HOMELESS INDIVIDUALS TO BENEFITS SUCH AS SSI, MEDI-CAL OR VETERANS' BENEFITS

Supporting Actions: Use Certified Enrollers to Increase Benefits

Task	Dates
Develop Bridge to Home and Family Promise policies describing the process, procedure and cost for employees and/or volunteers to become certified enrollers.	By March 2019
Develop information and instructional materials to provide homeless individuals or families who may be eligible for benefits.	By March 2019
Increase the number of employees and/or volunteers who become certified enrollers.	By June 2019; yearly thereafter
Track number of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits.	By June 2020; yearly thereafter

GOAL: ESTABLISH OR ENHANCE SUBSIDIZED EMPLOYMENT PROGRAMS

Supporting Actions: Conduct Employment Outreach

Task	Dates
Issue invitation to join City-sponsored committee and hold initial meeting.	By January 2020

TOPIC AREA: SUBSIDIZED HOUSING

Families and individuals who are homeless often lack sufficient income to pay for housing on a consistent basis, especially given the high cost of living and market-rate housing in the City of Santa Clarita and Los Angeles County. Subsidized housing may be key in allowing at-risk or homeless families and individuals to secure and maintain permanent housing. Given that there are few federal and local funding options for housing subsidies, it is imperative that available subsidies be matched appropriately to the needs of families or individuals.

By effectively matching families and individuals who fall under a certain demographic and qualify for subsidized housing (i.e., those with severe chronic health or mental health conditions), part of the problem may be mitigated. Unfortunately, not every at-risk family and individual will qualify for subsidized housing under current funding options; therefore, landlord and motel-owner outreach should be utilized as a strategy, which entails educating and persuading housing owners to see the benefits of accepting tenants under subsidized housing.

The goals that will be addressed in this section include:

- Increase the capacity of Rapid Re-Housing (RRH) including systems for identifying rental opportunities, help with moving, and case management services
- Conduct landlord outreach / motel-owner outreach

GOAL: INCREASE THE CAPACITY OF RAPID RE-HOUSING (RRH) INCLUDING SYSTEMS FOR IDENTIFYING RENTAL OPPORTUNITIES, HELP WITH MOVING, AND CASE MANAGEMENT SERVICES

Supporting Actions: Build Capacity to Apply for Measure H Funding

Task	Dates
Determine amount of CDBG funds allocated to RRH projects.	July 2019; yearly thereafter
Designation of lead City staff member to assist non-profit organizations.	By September 2018
Number of Measure H or other funding source applications by non-profit organizations for RRH projects.	TBD

GOAL: CONDUCT LANDLORD OUTREACH / MOTEL OWNER OUTREACH

Supporting Actions: Engage Landlords to Accept Vouchers and Other Subsidies

Task	Dates
Develop list of owner participants and invitation and/or outreach materials.	By June 2019
Develop focus group moderator's guide, conduct focus groups, and develop focus group report	By July 2019
Hold focus groups or meetings to gather input.	By September 2019
Develop list of potential committee members.	By November 2019
Hold first meeting for committee of landlord and	By January 2020 and thereafter

The following chart shows the communication patterns of the Santa Clarita organizations working on issues related to homelessness. Network analysis offers a large amount of information on a single chart. The size and color of each circle, as well as the type of line connecting organizations, have special meaning.

SIZE

The size of each circle representing an organization reflects the organization's betweenness in the network. Betweenness is a measure of how often an organization acts as a liaison between others in the network. Organizations with a high level of betweenness communicate directly and frequently with a large number of other organizations in the network and are highly influential.

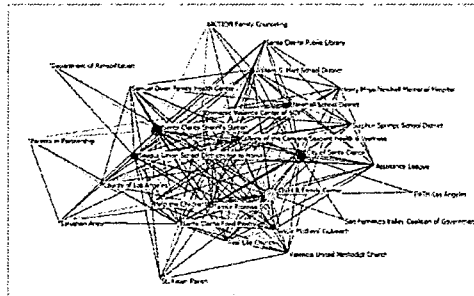
COLOR

Organizations are color coded by type.

Type of Organization	Color Code
City	[Color]
County	[Color]
Education	[Color]
Service Provider	[Color]
Faith-based	[Color]
Healthcare	[Color]

CONNECTIONS

The darker the line connecting organizations, the more frequently they communicate.



ADDITIONAL EXPERIENCE WITH SIMILAR METHODOLOGIES

A few of our most relevant past projects of similar size and scope are described below.

Project Name	Cooperative Agreement to Benefit Homeless Individuals (CABHI) Evaluation
Client	SAMHSA, under a subcontract to RTI, Inc.
Description of work	AI provided secondary data analysis, including Census and HUD data, and other evaluation services examining the impact of services connecting homeless individuals with Social Security and other programs.
Period of work	2016-2018
Final Deliverables	Demographic profiles for the areas and populations served by 30 grantees; analysis of HUD, Census, DOL and other data to reflect how changes in the population served impact the effectiveness of homeless prevention and reduction strategies.
Project Name	City of Waynesboro / Augusta County Community Youth Needs Assessment
Client	Central Shenandoah Valley Office on Youth and the Greater Augusta Prevention Partners Coalition
Description of work	AI assessed the needs of youth in Augusta County, Virginia, including an analysis of negative youth behaviors and problems most frequently seen in the community, community risk and protective factors contributing to youth delinquency and resiliency, service gaps and possible solutions. This mixed- methods approach included key informant interviews of service providers and community organizations that serve youth, a parent mail survey, parent/youth intercept interviews at local grocery stores and the county fair, and a stakeholder planning forum.
Period of work	January 2018 – September 30, 2018
Final Deliverable	Final Needs Assessment Report with Strategic Action Plan
Project Name	Palo Alto Family and Youth Needs Assessment
Client	City of Palo Alto, California
Description of work	This project assessed the personal, educational and childcare needs of families with young children under 12. AI conducted approximately 20 key informant interviews of relevant stakeholders and 41 childcare provider interviews. AI conducted three focus groups of specialized groups of minority parents and parents with special needs children.
Period of work	February 2018 – January 2019
Final Deliverable	Final Report and presentation of findings to the City Council
Project Name	Comprehensive Statewide Needs Assessment
Client	State of Kentucky, Office of Vocational Rehabilitation
Description of work	This research included key informant interviews with service providers and employers, as well state staff and State Rehabilitation Council members. AI provided a survey of consumers and secondary analysis of program data.
Period of work	2012



Final Deliverable	Final Report of findings and recommendations to fulfill the requirements of the Workforce Innovation and Opportunity Act (WIOA) amendments to the Rehabilitation Act of 1973.
Project Name	Santa Clara County Seniors' Agenda Needs Assessment
Client	Santa Clara County Public Health Department
Description of work	This project involved the evaluation of community resources for senior citizens and development of a Seniors' Agenda, including an assessment of senior needs in Santa Clara County, California. The project involved community forums, focus groups and surveys among several stakeholder organizations. Several secondary data sources such as the Santa Clara County BRFSS, the California Health Interview Survey, local city satisfaction surveys and Census data were analyzed to inform the evaluation. AI provided all research services and provided the County with a report of the findings.
Period of work	2012
Final Deliverable	Final Report on findings and recommendations
Project Name	Workforce and Seniors Needs Assessment
Client	Fairbanks North Star Borough and Alaska Mental Health Trust Authority
Description of work	This research included extensive key informant interviews, community forums that gathered the opinions of seniors and other community members, a telephone survey and an Internet survey. Dr. Flowers also worked closely with the Alaska Commission on Aging and a project Advisory Board consisting of members of a variety of stakeholder organizations. Dr. Flowers presented the results to the community in a community feedback forum, and at the Alaska Public Health conference in Anchorage.
Period of work	2010
Final Deliverable	Final Report of findings and recommendations

REFERENCES

1	<p>City of Chattanooga Tyler Yount, Director of Special Projects tyount@chattanooga.gov (423) 643-7811 August – December 2018 This comprehensive, strategic planning effort to end homelessness included key informant interviews, stakeholder focus groups, a public meeting to prioritize action items, logic model development and social network analysis. Results were aligned with the Los Angeles County Homeless Initiative.</p>
2	<p>City of Santa Clarita Jerrid McKenna, Assistant to the City Manager jmckenna@santa-clarita.com (661) 255-4921 February – August 2018 This goal of this project was to develop a comprehensive five-year plan to address homelessness. Our methods included key informant interviews, a two-day stakeholder planning event and a social network analysis.</p>
3	<p>State of Kentucky, Office of Vocational Rehabilitation Cora McNabb, Executive Director (502) 564-4754 cora.mcnabb@ky.gov February – December 2012 This project was a comprehensive, statewide needs assessment to evaluate the available services and unmet needs of Kentucky residents with blindness or visual impairment. Methods included key informant interviews, including interviews of service providers and businesses, a consumer survey and secondary data analysis.</p>

WORK SAMPLES

1. Chattanooga Homelessness Plan
<https://www.analyticinsight.org/chattanooga-report>
2. Santa Clarita Homelessness Plan
<https://www.santa-clarita.com/Home/ShowDocument?id=15984>
3. Waynesboro VA Needs Assessment
<https://www.analyticinsight.org/needsassessment>

4. LIST OF PROJECT PERSONNEL

Dr. Amy Flowers, AI's president and founder, will serve as project manager for this project. Dr. Flowers has been managing similar evaluation research for over twenty years. She has a BA from the University of California at Berkeley and earned her PhD at the University of Southern California in sociology. Dr. Flowers is skilled in quantitative methodologies and analysis, as well as certified in qualitative interviewing techniques by the RIVA institute, the gold-standard in interviewer and facilitator training.

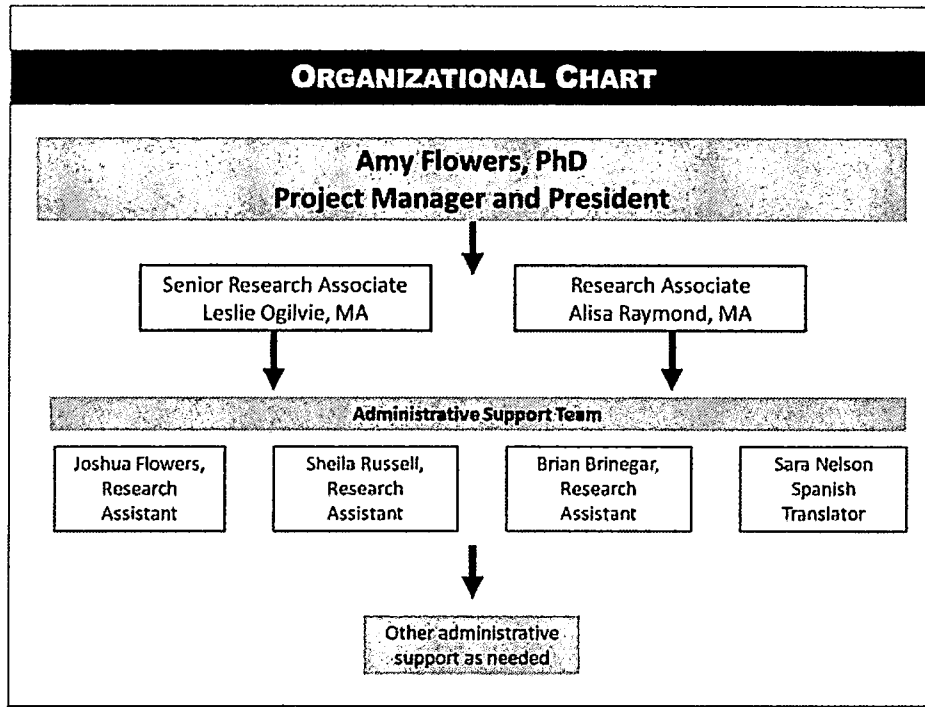
In addition to Dr. Flowers, our staff includes five professional staff and several part-time administrative assistants. For this project, our core team will include Ms. Leslie Ogilvie and Ms. Alisa Raymond. Ms. Ogilvie brings a Master's in Public Administration and experience in all phases of research. Ms. Ogilvie recently conducted strategic planning sessions with the Board of the Cape Fear Community Land Trust, an organization that aims to provide access to land and housing to those who would otherwise be denied, increase long term neighborhood assets and preserve housing affordability permanently. These strategic planning sessions included vision and mission statement analysis, analysis of the organization's strengths, weaknesses, opportunities and threats, as well as identification of strategic issues facing the Trust.

Ms. Raymond also brings a Master's in Public Administration, with an emphasis on public health policy. Ms. Raymond is well-versed in quantitative analysis and how to use statistical techniques to analyze and draw conclusions from quantitative data. Additionally, she is able to perform program and policy evaluations and assessments through the analysis of performance and operations data. Ms. Raymond utilizes this knowledge in her work with AI to evaluate and assess how communities can mitigate the issue of homelessness.

Our seasoned evaluation team is well versed in all aspects of community-based programs in the HMP topic areas. Our organizational capacity exceeds that required in the Request for Proposals and our coordinated, collaborative approach ensures that no milestones or deliverables will be dependent on a single individual. The core AI evaluation team consists of:

Person	Project Title and Role
Amy Flowers, PhD	<p><u>Project Manager</u></p> <ol style="list-style-type: none"> 1. Primary responsibility for this contract 2. Oversight and direct management of all tasks and activities 3. Kick-off meeting 4. Monthly project updates to LFUCG 5. Lead development of interview guides 6. Oversee key informant interviews 7. Oversee secondary data gathering 8. Social network analysis questions and data analysis 9. Facilitate stakeholder planning sessions 10. Monitor and oversee all data analysis and literature reviews 11. Report development 12. Presentation development 13. Present results to LFUCG
Leslie Ogilvie, MPA	<ol style="list-style-type: none"> 1. Assist in development of interview guides 2. Schedule and conduct key informant interviews 3. Develop stakeholder planning session agendas, invitations and materials 4. Stakeholder planning session RSVP management 5. Assist/facilitate stakeholder planning sessions 6. Data analysis and literature review 7. Report development 8. Presentation development
Alisa Raymond, MA	<p><u>Research Associate</u></p> <ol style="list-style-type: none"> 1. Conduct key informant interviews 2. Arrange logistics for planning sessions 3. Draft planning session agenda, invitation and material development 4. Manage RSVPs for planning sessions 5. Assist with data analysis and literature review 6. Assist with report development 7. Draft presentations
Joshua Flowers	<p><u>Research Assistant</u></p> <ol style="list-style-type: none"> 1. Gather existing data sources 2. Data visualization and graphics 3. Assist with stakeholder planning session logistics as needed 4. Assist with stakeholder planning session RSVP management 5. Secondary data analysis from existing data sources

5. ORGANIZATION CHART/PROPOSED PROJECT TEAM



6. AVAILABILITY

AI is available to begin this project immediately and meet all deadlines and deliverables as described in this proposal. As shown in the organizational chart above, the core project team consisting of Dr. Flowers, Ms. Ogilvie, Ms. Raymond and Mr. Flowers, will have additional staff resources available if needed.

7. ESTIMATED HOURS BY TASK

The number of staff hours is shown below for each of the major tasks.

Task	Hours per AI Member				Total Hours
	AF	LO	AR	JF	
Administrative/Planning	10	14	32	30	86
Key Informant Interviews and Analysis	10	31	52	60	153
Strategic Planning Sessions	38	52	26	30	146
Data Analysis and Literature Review	12	20	40	20	92
Strategic Action Plan Report and Presentation	20	52	58	5	135
Total	90	169	208	145	612

8. SCHEDULE OF RATES AND COST BY TASK

Our proposed cost for this project totals \$50,000. This includes all project team hours, travel costs, facilities, supplies, materials and equipment costs.

Our hourly rates are as follows:

Labor Category	Staff Member	Rate of Pay
Project Manager	Amy Flowers, PhD	\$162.41
Senior Research Associate	Leslie Ogilvie, MPA	\$67.23
Research Associate	Alisa Raymond, MPA	\$45.87
Research Assistant	Joshua Flowers	\$35.95

Project costs by task are shown below:

Task	Cost
Administrative/Planning	\$4,250.00
Key Informant Interviews and Analysis	\$7,675.00
Strategic Planning Sessions	\$19,950.00
Data Analysis and Literature Review	\$5,750.00
Strategic Action Plan Report and Presentation	\$12,375.00
Total	\$50,000.00

9. FORMS

APPENDIX A: STAFF RESUMES

AMY FLOWERS, PHD

President of AI and Project Manager

RESPONSIBILITIES

- Oversight and direct management of all tasks and activities
- Lead development of all interview and moderators' guides
- Oversee key informant interviews and existing data gathering
- Social network analysis development
- Facilitate stakeholder planning sessions
- Monitor and oversee all data analysis and literature reviews
- Report development

EDUCATION

PhD	University of Southern California	Sociology	1995
MA	University of Southern California	Sociology	1992
BA	University of California at Berkeley	Philosophy	1981

EXPERIENCE

Analytic Insight, Lewiston, ME	President	2007-present
Market Decisions, Portland, ME	Research Manager	2005-2007
The Hay Group, Jersey City, NJ	Consultant	2001-2003
Godbe Research & Analysis, Half Moon Bay, CA	Senior Research Analyst	1999-2001
California Polytechnic State University, Pomona, CA	Assistant Professor	1996-1999
Mattson & Sherrod Associates, Los Angeles, CA	Director of Research	1992-1996

RELEVANT PROJECTS

Santa Clarita Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. Dr. Flowers facilitated a two-day planning event with these stakeholders to develop a homelessness plan for the City of Santa Clarita. Dr. Flowers also conducted a network analysis for the City.

Chattanooga Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. Dr. Flowers

facilitated nine stakeholder focus group planning sessions with key stakeholders to develop a homelessness plan for the City of Chattanooga, as well as a public meeting to prioritize action items discussed throughout the focus group planning sessions. Dr. Flowers also conducted a network analysis for the City.

Cooperative Agreement to Benefit Homeless Individuals (CABHI). Dr. Flowers managed all secondary data analysis, including Census and HUD data, and other evaluation services examining the impact of services connecting individuals experiencing homelessness with social security and other programs.

Community Youth Needs Assessment. AI assessed the needs of youth in Augusta County, Virginia, including an analysis of negative youth behaviors and problems most frequently seen in the community, youth delinquency and resiliency, service gaps and possible solutions. This mixed methods approach includes key informant interviews of service providers and community organizations, a parent mail survey, parent/youth intercept interviews, and a stakeholder forum in August.

Youth Tobacco Survey Analysis – Identification of At-Risk Youth for Intervention Services. Using Maine’s Youth Tobacco Survey (YTS) data, AI used a quantitative methodology to identify youth at-risk for tobacco use in the state’s efforts to target intervention where it is most needed and most effective. This analysis utilized factor analysis and logistic regression to examine the relative strengths and weaknesses of risk and protective factors among the state’s youth.

Comprehensive Statewide Needs Assessments. Dr. Flowers conducted CSNAs for the states of Pennsylvania, Kentucky and Delaware. For each of these CSNAs, AI staff interviewed employers, community-based service providers, health providers, vocational rehabilitation staff and other stakeholders and advocates. We conducted focus groups of consumers, as well as developed and administered surveys of consumers, employers and other stakeholders.

Wisconsin ADRC Evaluation Research Services. AI has provided 12 consecutive evaluation research studies to the State of Wisconsin’s Department of Health Services regarding the performance of the state’s Aging and Disability Resource Centers (ADRCs). This work has explored options counseling and provision of information services, Medicare and Medicaid enrollment and waiver programs, training and sustainability, as well as organizational issues such as regionalization of services and the use of topic specialists. We have conducted research on caregivers, students transitioning to adulthood, tribal members, and identifying discrepancies in service related to disability type, co-occurring disabilities, race, gender and region.

PUBLICATIONS

- Flowers, A. (2008). Entries for "Disclosure" and "Privacy". In the *Encyclopedia of Social Science Research*. Thousand Oaks, CA: Sage Publications.
- Flowers, A. (2007). [Review of the book *Probabilities: The Little Numbers that Rule Our Lives*, P. Olofsson]. *Journal of Official Statistics*, 23(4), 593-602.
- Flowers, A. (2003). The Manufacture of Fantasy. In P. Adler (Ed.), *Constructions of Deviance: Social Power, Context, and Interaction*. Belmont, CA: Wadsworth Publishing.
- Flowers, A. (1999). Research From Within: Participant Observation in the Phone-Sex Workplace. In J. Elias (Ed.), *Prostitution*. Amherst, NY: Prometheus Books.

- Flowers, A. (1998). *The Fantasy Factory: An Insider's View of the Phone Sex Industry*. Philadelphia, PA: University of Pennsylvania Press.
- Flowers, A. (1989, February). What Singles Really Want. *Los Angeles Magazine*.

RELEVANT PRESENTATIONS:

- Flowers, A. and Anne Olson (2016, August). *Exploring Customer Satisfaction and the Maturation of a Statewide Coalition of Aging and Disability Resource Centers*. Paper presented at the *National Home and Community Based Services Conference* sponsored by National Association of States United for Aging and Disabilities (NASUAD), Arlington VA.
- Flowers, A. (2014, October). *Keynote Speaker*. Wisconsin Alliance of Information & Referral Systems (AIRS) 2014 Annual Training Conference, Wisconsin Dells, WI.
- Flowers, A. (2013, November). *Barriers to Employment Among the Blind and Visually Impaired: Findings From Two Comprehensive Statewide Needs Assessments*. Paper presented at the American Public Health Association, Boston, MA.
- Flowers, A. (2013, March). *Helping Consumers Choose Between Models of Care Coordination and Integrated Care*. Paper presented at the Center of Excellence on Disability Research National Conference, Sponsored by DHHS and Mathematica, Washington DC.
- Flowers, A. (2012, September). *Aha!" Moments Along the Options Counseling Highway*. Paper presented at the National Home and Community Based Services Conference sponsored by National Association of States United for Aging and Disabilities (NASUAD), Arlington VA.
- Flowers, A. (2009, June). *The Complexity of Customer Delight: Customer Satisfaction Models that Matter*. Paper presented at the Wisconsin Alliance of Information & Referral Systems (AIRS) 2009 Annual Training Conference, Wisconsin Dells, WI.
- Flowers, A. (2008, October) *Social Networks Implementing Cardiovascular Health Initiatives in Maine*. Paper presented at the Cardiovascular Health Conference sponsored by the Maine Centers for Disease Control, Augusta, ME.
- Flowers, A. (2008, October). *Evaluating Customer Satisfaction: A Guided Tour of Wisconsin's Comprehensive ADRC Customer Service Evaluation*. Paper presented at the Aging and Disability Resource Center National Conference sponsored by the Lewin Group, Boston, MA.
- Flowers, A. (2007, November). *National Prevention and Health Promotion Summit: Creating a Culture of Wellness*. Paper presented at the Department of Health and Human Services' (HHS) Office of Disease Prevention and Health Promotion (ODPHP) and the Centers for Disease Control and Prevention's (CDC) Coordinating Center for Health Promotion, Washington DC.
- Flowers, A. (2007). *Social Networking Among Cardiovascular Health Organizations*. Paper presented at the Health National Conference on Health Communication, Marketing and Media, Atlanta, GA.

- Flowers, A. (2006, November). *Identifying susceptibility through pragmatic identifiers of at-risk youth*. Paper presented at the American Public Health Association poster presentation for Issues in Treating Substance Abuse Session, Philadelphia, PA.
- Flowers, A. (2005). *More than Two Sides to This Coin: The Risk and Protective Factor Dichotomy*. Paper presented at the Conference on Community Health Assessment, sponsored by CDC Assessment Initiative and the National Association for Public Health Statistics and Information Systems (NAPHSIS) Leadership Institute, Seattle, WA.
- Flowers, A. (2002). *Measurement and Benchmarking: Linking Organizational Culture to Business Strategy*. Paper presented at the Society for Human Resources Management (SHRM) Global Diversity Conference, Chicago, IL.
- Flowers, A. (2001). *The Role of the Library in the New Millennium*. Paper presented to the California Association of Library Trustees, Santa Clara, CA.

LESLIE OGILVIE, MPA

Senior Research Associate

RESPONSIBILITIES

- Assist in the development of interview and moderators’ guides
- Conduct key informant interviews and analysis
- Assist with the community meeting
- Stakeholder planning session agenda, invitation and material development
- Stakeholder planning session RSVP management
- Assist/facilitate stakeholder planning sessions
- Data analysis and literature review
- Report development
- Presentation development

EDUCATION

MPA	University of North Carolina Wilmington	Public Administration 2017
BA	University of North Carolina Wilmington	Political Science 2007

SELECTED PROJECTS

Santa Clarita Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. Ms. Ogilvie assisted Dr. Flowers in facilitating a two-day planning event with these stakeholders to develop a homelessness plan for the City of Santa Clarita. AI also conducted a network analysis for the City.

Chattanooga Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. Ms. Ogilvie assisted Dr. Flowers in facilitating nine stakeholder focus group planning sessions with key stakeholders to develop a homelessness plan for the City of Chattanooga, as well as a public meeting to prioritize action items discussed throughout the focus group planning sessions.

Community Youth Needs Assessment. AI assessed the needs of youth in Augusta County, Virginia, including an analysis of negative youth behaviors and problems most frequently seen in the community, youth delinquency and resiliency, service gaps and possible solutions. This mixed methods approach includes key informant interviews of service providers and community organizations, a parent mail survey, parent/youth intercept interviews, and a stakeholder forum in August.

Palo Alto Family Needs Assessment. AI conducted 18 key informant interviews of stakeholders and 41 childcare provider interviews. Ms. Ogilvie assisted Dr. Flowers in moderating three focus groups of specialized groups of minority parents and parents with special needs children.



EXPERIENCE

Jan 2015 – April 2017	Assistant to the Executive Director Cape Fear Public Utility Authority, Wilmington, NC
July 2004 – Dec 2014	Certified Paralegal The Law Offices of Kathleen Shannon Glancy, PA

ALISA RAYMOND, MPA

Research Associate

RESPONSIBILITIES

- Conduct key informant interviews
- Community meeting presentation development
- Stakeholder focus group planning session logistics
- Stakeholder planning session agenda, invitation and material development
- Assist with stakeholder planning session RSVP management
- Assist with data analysis and literature review
- Assist with report development

EDUCATION

MPA	Suffolk University Public Health Policy	2018
BA	Suffolk University Biology, Psychology	2016

EXPERIENCE

SequelCare of Maine, Yarmouth, ME	Children’s Targeted Case Manager	2017-2018
Cardiovascular Health Initiative, Inc., Boston, MA	Chief Operations Officer	2017-present
Institute for Public Services, Boston, MA	Graduate Research Fellow	2016-2018
Suffolk University Language Lab, Boston, MA	Lab Technician/Office Assistant	2013-2018
South Shore YMCA, Quincy, MA	Assistant Teacher	2016-2017
Boston Asian Entrepreneurship Foundation, Boston, MA	Director of Business Operations	2015-2017

SELECTED PROJECTS:

Santa Clarita Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, and education staff and administrators including the local community colleges and school districts. AI facilitated a two-day planning event with these stakeholders to develop a homelessness plan for the City of Santa Clarita. AI also conducted a network analysis for the City.

Chattanooga Homelessness Plan. AI conducted approximately 30 key informant interviews with city staff, local homeless service providers, community-based providers, faith-based organizations, homeless coalitions, health care professionals including mental health providers, education staff and administrators, as well as people experiencing homelessness. AI held nine stakeholder focus group planning sessions with key stakeholders to develop a homelessness plan for the City of Chattanooga. AI also held a public meeting to prioritize action items discussed throughout the focus group planning sessions and conducted a network analysis for the City.

Palo Alto Family Needs Assessment. AI conducted 18 key informant interviews of stakeholders and 41 childcare provider interviews. AI conducted three focus groups of specialized groups of minority parents and parents with special needs children.

PUBLICATIONS & PRESENTATIONS

The Mental Health Response to the Boston Bombing: A Three-Year Review – Boston, MA
Published in the *International Journal of Mental Health* (IJMH), March 2017

The Mental Health Response to the Boston Bombing: A Three-Year Review – Boston, MA
Research Brief, March 2017
Suffolk University Masters of Public Administrations Newsletter

The Mental Health Response to the Boston Bombing: A Four-Year Review – Boston, MA
Suffolk University, March 2017
Presentation

“Suffolk University Institute for Public Service MPA in the Sawyer Business School”
Network of Schools of Public Policy, Affairs, and Administration (NASPAA), October 2016
Presentation

“Promoting Mental Health Resilience for Those Affected by Disasters” – Denver, CO
American Public Health Association (APHA), November 2016
Presentation

JOSHUA FLOWERS

Research Assistant

RESPONSIBILITIES

- Gather existing data sources
- Data visualization and graphics
- Assist with stakeholder planning session logistics as needed
- Assist with stakeholder planning session RSVP management
- Secondary data analysis from existing data sources

EDUCATION

2010-2014 University of Maine at Farmington, Farmington, ME

EXPERIENCE

2015 - present Research Assistant, Analytic Insight, Lewiston, ME

RELEVANT PROJECTS:

Cooperative Agreement to Benefit Homeless Individuals (CABHI). Constructed data sets using Census and HUD data, assisted with the development of grantee fact sheets, including data visualization charts and graphics.

State of Wisconsin Aging and Disability Resource Evaluations. Review and creates multiple survey templates, programs mail and online surveys using specialized survey software, creates mailing lists and labels in MS Excel for mail survey distribution.

AARP Age-Friendly Community Surveys. Data entry of mail survey returns, programmed online surveys, performed calculations and produced data visualization charts in MS Excel, report development including detailed findings per survey question with correlating charts and graphs.

Population Assessment of Tobacco and Health (PATH) Study. Reviews and edits qualitative data transcripts regarding electronic smoking device use, formats transcripts for upload into NVivo, and coding based on respondent characteristics.