

CITY OF OLYMPIA

Homeless Planning Services

Submitted on April 22, 2016 by



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1. Proposal Cover Letter



April 22, 2016

Keith Stahley, Director Community Planning and Development Department
City of Olympia
Kstahley@ci.olympia.wa.us

Dear Mr. Stahley:

Thank you for the opportunity to submit a proposal to collaborate with the City of Olympia on your housing planning services component of the City's Downtown Development Strategy. As a downtown business owner, Olympia resident, and contractor with Thurston County as the Homeless and Affordable Housing Coordinator, I am invested in the work you all are doing on many levels, and I'm excited to partner with you.

As your letter states, you and your team have performed some preliminary work on this issue and are currently looking for assistance in accomplishing the following:

1. Designing a survey instrument and approach to help document the number and characteristics of the homeless population that lives in and around Olympia's downtown
2. Reviewing, summarizing and synthesizing the existing data and reports relevant to homelessness in the Olympia community
3. Developing an Action Plan that would lead to a more coordinated response to homelessness and its impacts, particularly in the Olympia downtown. This would include a scope of work for a planning process, clear responsibilities, partners, timeframes and regular and ongoing reporting requirements aimed at the following outcomes:
 - a. Expanding housing and shelter opportunities
 - b. Addressing the impacts of homelessness on Olympia's downtown
 - c. Outlining strategy for the broad partnership required among the City of Olympia, County, other cities, not for profits and faith based organizations

The attached proposal outlines a plan to assist the City in accomplishing these objectives. Our firm has considerable expertise in data collection, analysis, and systems planning; and our work with Thurston County surrounding homelessness and affordable housing is of added value to the City for this project. I look forward to working together on this important and meaningful undertaking.

Please contact me directly with any questions:

Post: 416 Washington St SE, Ste 201B Olympia, WA 98501

Email: aaron@acrbc.com

Phone: 360.529.6036

Respectfully,

A handwritten signature in blue ink that reads "Aaron Rodriguez".

Aaron Rodriguez
Managing Director
ACR Business Consulting

2. Methodology

At ACR Business Consulting (ACRBC) we use 5 Tools to accomplish results for our clients:

1. **Technology** – How is data gathered now, and is it the most informative/user-friendly that it can be? What data is needed to move the team from information gathering to informed decision making?
2. **Financial Management** – How has the initiative been historically funded, and what additional resources exist across multiple channels? Does our proposed budget tell the same story as the narrative? What are the different budget scenarios, and how do they support our intended outcome?
3. **Community Outreach/Awareness** – What is the existing perception and level of understanding by constituents of the challenge/opportunity? What education is needed to increase success and constituent understanding?
4. **Training and Technical Assistance & Support** – What resources are needed to produce lasting system change? How do we support people in using them?
5. **Key Partnerships** – What community resources exist that can support our client in achieving their optimal state of function? How can we better partner with them?

These tools help us identify performance gaps and blocks, focus and support everyone involved, and advise/create long-term strategic direction. From our experience, this approach allow our clients to pragmatically and confidently discover obstacles, design realistic timelines, tasks, and project costs, and deliver the desired solution.

3. Proposed Work Plan

ACRBC estimates approximately 250 hours to accomplish the objectives identified in your request. With a deadline of September 2016 to complete the project, our firm would like to begin work no later than June 1, 2016 with a target delivery date of September 30, 2016.

The tables below outline how we will approach each deliverable, with an estimated hourly allocation. We've also included, in each section, a list of some starting questions that we will explore as we gather the necessary qualitative and quantitative data to be successful. Some additional clarification of expectations may be required prior to establishing a contractual agreement for the work plan.

1. Designing a survey instrument and approach to help document the number and characteristics of the homeless population that lives in and around Olympia’s downtown.

Outlined Approach	Some Starting Questions to Answer	Estimated Hours
<p>We will review prior work performed, determining what was successful and what can be improved. Working with City partners and other identified stakeholders, we will determine what data should be collected. We will review data for relevance and, based on existing data, identify what needs to be updated and what still needs to be collected.</p> <p>With this known “universe” of proposed data, we will design a tool that can be easily facilitated by the City or a 3rd party. Included in this design will be the survey tool and process for its use, estimated resources required to facilitate the survey, realistic timeframes for data collection, and proposed next steps once the data has been collected.</p>	<ul style="list-style-type: none"> ● What information is relevant? ● Is there a current method of measurement? ● What is working and what isn’t? ● What obstacles keep--or may keep--the City from being able to gather the needed information? Is there a pattern? ● What is the flow of information regarding the Downtown Strategy, and what is the process to explain the survey purpose to all stakeholders and participants? ● How does this survey integrate with the Action Plan timeline for the Downtown Strategy? 	60

2. Reviewing, summarizing and synthesizing the existing data and reports relevant to homelessness in the Olympia community.

Outlined Approach	Some Starting Questions to Answer	Estimated Hours
<p>A valuable starting point and first objective to tackle, this will also give us the history necessary to address the other objectives. We will work with the City and other relevant stakeholders to gather data that is identified as most relevant to the City’s goals. This will need to include information from the complete constituent base: homeless community members, housed community members, and downtown businesses - both social service and retail, as examples.</p> <p>Once we review the information provided, we will synthesize it into relevant “buckets” of information to begin to form a map of the challenges, opportunities, and gaps currently existing in addressing homelessness in downtown Olympia. This will inform the design of the survey instrument and Action Plan.</p>	<ul style="list-style-type: none"> ● Who holds the relevant data today? ● What is the best way to organize the data to achieve the desired outcome? ● What is the overall quality of the existing data? ● Who is the audience reading and gaining value from these reports? ● How might this information be useful beyond the Downtown Strategy? 	40

3. Developing an Action Plan that would lead towards a more coordinated response to homelessness and its impacts, particularly in the Olympia downtown. This would include a scope of work for a planning process,

clear responsibilities, partners, timeframes and regular and ongoing reporting requirements aimed at the following outcomes:

- d. Expanding housing and shelter opportunities
- e. Addressing the impacts of homelessness on Olympia’s downtown.
- f. Outlining strategy for the broad partnership required among the City of Olympia, County, other cities, not for profits and faith based organizations.

Outlined Approach	Some Starting Questions to Answer	Estimated Hours
<p>Identify and define the challenges of addressing homelessness that are most relevant to the City of Olympia. Look at all stakeholders, perceptions, assumptions, and expectations that are holding the current state in place. Work with City leadership and relevant stakeholders to design a strategy that would address these challenges. Identify resources currently available <i>and</i> needed, and strategies to acquire needed resources – both financial and professional. Develop an action plan that is relevant to Olympia and overlay it with the County’s 10 Year Plan. Determine where opportunities exist for everyone to work together, and areas where the City must to move forward as a leader and designer of its own “destiny,” so-to-speak.</p> <p>Incorporate the survey tool into the Action Plan. Map this Action Plan into the Downtown Strategy timeline, ensuring appropriate momentum. Outline strategies for engaging the downtown business community, as well as community members both housed and un-housed, in contributing to the solution.</p>	<ul style="list-style-type: none"> ● Is there a “plan” in place today? ● What agencies, businesses and individual stakeholders are solid assets and in alignment with supporting efforts to create a real solution to the homeless problem downtown? ● Which are not in alignment? And are there any consistent/trending reasons why? ● What is the desired timeframe in which to accomplish this Action Plan? Is it the same as the Downtown Strategy? ● Who are the key members from the City to support an Action Plan and enforce accountability? 	<p style="text-align: center;">150</p>

The following expectations of the client by ACRBC are contributing factors in successful completion of this work plan:

- The client’s willingness to provide existing data necessary to perform the scope of work.
- The data provided to ACRBC is accurate to the best of the client’s knowledge.
- There are no extenuating circumstances from the client that affect the project timeline (i.e. key client contact traveling, scheduling challenges, challenges in gathering the necessary data beyond ACRBC control, etc.)
- The client understands that ACRBC will make every effort to complete the project in accordance with the client’s expressed timeframe and budget and will update the client immediately in the event that there are circumstances that will affect ability to do so.

4. Contract Value

Project Objectives	Estimated Hours	Standard Contract Value	City of Olympia Contract Value
I. Survey Design	60	\$7,500	\$6,375
II. Existing Data Review	40	\$5,000	\$4,250
III. Actin Plan Creation	150	\$18,750	\$15,938
Total:	250	\$31,250	\$26,563

As Olympia residents and business owners, invested in this community and in the issue of homelessness and affordable housing, we are extending a reduction in our regular contract price by 15% for this proposed work plan. Any future project work will be evaluated and priced on a per request basis.

- This estimated contract value is ***comprehensive and includes consideration for all reasonable travel, meeting time and expenses incurred by ACRBC to complete this project.***
- ACRBC will provide the client with detailed invoices of work performed and bill the client monthly in arrears.
- If the scope of work exceeds the estimated hours and there are no extenuating circumstances promptly expressed by ACRBC and agreed to by the client, the client will not be responsible for payment for any additional hours incurred.
- All works created by ACRBC for the client are the property of the client. ACRBC will have the right to use the work developed and outcomes achieved for the client for the purposes of marketing.

5. Appendix – Resume

Managing Director / Chief Business Optimizer

ACR Business Consulting

With 13 years of strategic finance, financial management and data analysis experience and 10 years of management experience with start-ups, non-profits and Fortune 500 Companies, Aaron applies a pragmatic, systems-thinking approach to working with people and addressing challenges. He uses strong data analysis and synthesis to form realistic and measurable goals, and empowers clients to understand and act from data patterns and trends. Through sound financial planning, Aaron builds a viable roadmap to stay on course and achieve lasting change. An expert at building organizational capacity, Aaron brings a strong passion for collaboration, critical thinking and community partnerships to assist clients in solving challenges and overcoming uncertainties, with a proven track record of strong results. Recent project highlights:



Thurston County – Homeless and Affordable Housing Coordinator Oct 2015 - Current

- Rethink initiatives for homeless and affordable housing services
- Map service network to better understand gaps and inefficiencies in order to design a more functional system to address present and future data and funding needs
- Develop a county-wide 10 Year Homeless and Housing Action Plan
- Facilitate Point-in-time counts for federal requirements

Anonymously Yours Foundation – Business Strategy Consulting Dec 2014 - Current

- Contracted to provide business development strategy for Compass360 nonprofit CRM
- Develop and implement training and marketing strategy for product rollout
- Support product sales initiatives and design and implement new client processes

The Phoenix Rising School – Interim Executive Director 2011 – 2014

- Successfully launched an independent school with tuition at 70% below the average cost for private school, addressing education inequality that exists in many rural communities.
- Reduced the reliance on a single major donor by \$100,000 annually.
- Designed and implemented a unique monthly giving program, building up to over 200 monthly donors, and a total donor base of more than 400 in a small, rural community.
- Grew community donation funding by over 100% during the contract period to account for almost 40% of the total revenue for the school.

The Yelm Food Cooperative – Interim General Manager 2010 – 2011

- Increased annualized sales by over 75% and membership by over 100% in 14 months.
- Increased annualized net income from \$6,000 to \$32,000 in the first 12 months.
- Expanded the base of volunteers from a consistent 18 to 30 in 12 months.
- Facilitated the implementation of a complete point-of-sale system and database allowing greater data collection to better communicate and serve the needs of the members.

Tacoma Farmer's Markets –Consultant 2008 – 2010

- Designed and implemented a business plan to successfully achieve market expansion from 1 market to 3 over 36 months.
- Despite challenging economic environment, secured a \$60,000 partnership with the City of Tacoma to support strategic market expansions. Presented at City Council meetings and meetings with the Mayor and Council members.
- Leveraged expanded market reach to attract multi-year sponsorships from Multi-Care and Commencement Bank and a strong partnerships with Metro Parks.

YEARS EXPERIENCE: 13

EDUCATION

BBA Finance/Management
Information Systems
The University of Texas at
Austin

ADDITIONAL LEADERSHIP EXPERIENCE

**Grants Distribution
Committee** - Greater
Tacoma Community
Foundation, 2007 - 2010
Board President – Tacoma
Farmers Markets, 2008 -
2010
Board Member – Young
Professionals Network of
Tacoma, 2007 - 2010
Member - Thurston County
Food System Council, 2015

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