

## CONTRACT

**THIS CONTRACT** ("Contract"), effective as of the \_\_\_\_ day of \_\_\_\_\_, 2014, is made by and between the City of Orlando, a municipal corporation existing under the laws of the State of Florida, hereinafter referred to as the "City", the Community Redevelopment Agency of the City of Orlando, a public body politic and corporate and a community redevelopment agency created pursuant to Part III, Chapter 163 of the Florida Statutes, hereinafter referred to as the "CRA", and Corporation for Supportive Housing, Inc., hereinafter referred to as the "Contractor". For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by the parties, the parties agree as follows:

### **I. SCOPE**

The Contractor is to perform the work ("Work") as defined in the Contractor's proposal ("Proposal"), which Proposal is attached hereto as Exhibit "A" and incorporated by reference herein and made a part hereof as fully as if herein set forth. Unless otherwise specified herein or in the Proposal, the Contractor is to furnish all materials, tools, equipment, manpower, and consumables to complete the Work.

### **II. TERM OF CONTRACT**

The term of this Contract shall commence on January 1, 2015 and end on December 31, 2017.

### **III. COMPENSATION**

The Contractor agrees to perform the Work and provide the services and materials for the initial term as specified in its proposal at the cost specified in said proposal. The amount as specified in Exhibit "A", may be increased or decreased under the Extra Work provision of this Contract, through the issuance of an Addendum, if applicable. It is anticipated that the CRA will be funding Two Hundred Thousand Dollars (\$200,000) per year of the Work performed by Contractor with the City funding the remaining portion. Any funds paid by the CRA are to be used solely for work related to the Downtown CRA area and addressing homelessness therein.

### **V. PAYMENT**

All invoices received by the City and CRA are payable within thirty (30) days from receipt, provided they have first been approved by the using department, and such department has accepted the Work. The City and CRA reserve the right, with justification, to partially pay any invoice submitted by the Contractor when requested to

do so by the using department. All invoices shall be directed to the Accounts Payable Section, City of Orlando, 400 South Orange Avenue, Orlando, Florida, 32801-3302 with a copy to CRA, Division Fiscal Manager, 400 South Orange Avenue, Orlando, Florida 32801.

**NOTE: ALL INVOICES MUST CLEARLY INDICATE THE CONTRACT NUMBER AS STATED HEREIN.**

## **VI. FISCAL YEAR FUNDING APPROPRIATION**

### **A. Specified Period**

Unless otherwise provided by law, a contract for supplies or services may be entered into for any period of time deemed to be in the best interest of the City and CRA. Payment and performance obligations for succeeding fiscal periods shall be subject to appropriation by City Council and the CRA of funds therefor.

### **B. Cancellation Due to Unavailability of Funds in Succeeding Fiscal Periods**

When funds are not appropriated or otherwise made available by either the City or CRA to support continuation of performance in a subsequent fiscal period, the contract shall be canceled and the contractor shall be entitled to reimbursement for the reasonable value of any nonrecurring cost incurred but not amortized in the price of the supplies or services delivered under the contract or otherwise recoverable.

## **VII. GENERAL CONDITIONS**

### **A. Patents and Copyrights**

The Contractor shall pay all royalties and assume all costs arising from the use of any invention, design, process, materials, equipment, product or device in performance of the Work, which is the subject of patent rights or copyrights. Contractor shall, at its own expense, hold harmless and defend the City and CRA against any claim, suit or proceeding brought against the City or CRA which is based upon a claim, whether rightful or otherwise, that the Work, or any part thereof, furnished under this Contract, constitutes an infringement of any patent or copyright of the United States. The Contractor shall pay all damages and costs awarded against the City and/or CRA.

### **B. Termination for Default**

1. The performance of Work under this Contract may be terminated by the City's Chief Procurement Officer, in whole or in part, in writing,

whenever the Chief Procurement Officer shall determine that the Contractor has failed to meet the performance requirements of this Contract.

2. The Chief Procurement Officer has a right to terminate for default if the Contractor fails to make delivery of the supplies or perform the Work, or if the Contractor fails to perform the Work within the time specified in the Contract, or if the Contractor fails to perform any other provisions of the Contract.

**C. Termination for Convenience**

The City's Chief Procurement Officer may terminate the Contract for convenience with advance written notice to the Contractor. In the event of such a termination by the City and CRA, the City and CRA shall be liable for the payment of all Work properly performed prior to the effective date of termination.

**D. Warranty**

The Contractor warrants that the Work including equipment and materials provided shall conform to professional standards of care and practice in effect at the time the Work is performed, be of the highest quality, and be free from all faults, defects or errors. If the Contractor is notified in writing of a fault, deficiency or error in the Work provided within one (1) year from completion of the Work, the Contractor shall, at the City's option, either reperform such portions of the Work to correct such fault, defect or error, at no additional cost to the City, or refund to the City or the CRA, the charge paid by the City or CRA, which is attributable to such portions of the faulty, defective or erroneous Work, including the costs for reperformance of the work provided by other Contractors.

**E. Time of Completion**

The parties understand and agree that time is of the essence in the performance of this Contract. The Contractor, City or CRA, respectively, shall not be liable for any loss or damage, resulting from any delay or failure to perform its contractual obligations within the time specified, due to acts of God, actions or regulations by any governmental entity or representative, strikes or other labor trouble, fire, or any other causes, contingencies or circumstances not subject to the Contractor's City's, or CRA's control, respectively, whether of a similar or dissimilar nature, which prevent or hinder the performance of the Contractor's, City's or CRA's

contractual obligations, respectively. Any such causes of delay, even though existing on the date of the Contract or on the date of the start of Work, shall extend the time of the Contractor's, City's, or CRA's performance, respectively, by the length of the delays occasioned thereby, including delays reasonably incident to the resumption of normal Work schedules. However, under such circumstances as described herein, the City's Chief Procurement Officer may at his discretion, cancel this Contract for the convenience of the City and CRA.

**F. Indemnification and Insurance**

**1. Indemnity**

The Contractor hereby agrees to indemnify and hold harmless the City and CRA and their boards, officers, agents, elected and appointed officials, and employees, from and against any and all liability, claims, damages, demands, expenses, fees, fines, penalties, suits, proceedings, actions, and costs of actions, including attorneys' fees for trial and on appeal, and for the preparation of same arising out of the Contractor's, its officers', agents', and employees' acts, or omissions associated with this Contract.

**2. Insurance.**

- a. General Insurance Requirements. Upon execution of this Contract, Contractor shall provide the City and CRA with the required Certificate(s) of Insurance in a form(s) acceptable to the City and the CRA. The Certificate(s) of Insurance shall demonstrate that the Contractor has coverage in accordance with the requirements set forth herein. Insurance coverage must be in force throughout the Contract term. Should Contractor fail to maintain insurance as required or to provide acceptable evidence of insurance within seven (7) days prior to the expiration date of an insurance policy, the City and CRA shall have the absolute right to terminate this Contract without any further obligation to the Contractor. In such event the Contractor shall be liable for the entire additional cost of procuring performance plus the cost of performing the incomplete portion of the contract at the time of termination.
- b. Subcontractors. Unless expressly specified otherwise herein, Contractor and its subcontractors of all tiers will be required at their own expense to

maintain in effect at all times during the performance of the Work insurance coverages with limits not less than those set forth below with insurers and under forms of policies satisfactory to the City and CRA. It shall be the responsibility of the Contractor to maintain the required insurance coverages and to assure that subcontractors maintain required insurance coverages at all times. Failure of Contractor to maintain adequate coverage shall not relieve it of any contractual responsibility or obligation. The requirements specified herein as to types, limits, and City's and CRA's approval of insurance coverage to be maintained by a Contractor and its subcontractors are not intended to and shall not in any manner limit or qualify the liabilities and obligations assumed by the Contractor and its subcontractors under a contract. Any insurance carried by the City and CRA that may be applicable shall be deemed to be excess insurance and the Contractor's insurance primary for all purposes despite any conflicting provision in the Contractor's policies to the contrary.

- c. Certificates of Insurance. Prior to commencing work at the jobsite, and as a condition precedent to the Contractor's and his subcontractors' initiation of performance, the Contractor and its subcontractors shall furnish the City and CRA with certificates of insurance as evidence that policies providing the required coverage and limits of insurance are in full force and effect. The certificates shall provide that any company issuing an insurance policy for the work under a contract shall provide not less than thirty (30) days advance notice in writing to the City and CRA prior to cancellation, termination, or material change of any policy of insurance (except for notice of non-payment of premium for which not less than ten (10) days advance notice in writing shall be required). In addition, the Contractor shall immediately provide written notice to the City and CRA upon receipt of notice of cancellation of an insurance policy or a decision to terminate an insurance policy. All certificates of insurance shall clearly state that all applicable requirements have been satisfied, including certification that the policies are of the "occurrence" type. Certificates of insurance for a Contractor and subcontractor-

furnished insurance and notices of any cancellations, terminations, or alterations of such policies shall be mailed to the attention of the Procurement and Contracts Division at the street address set forth for above for the submission of invoices.

- d. Additional Insureds. All insurance coverages furnished under a contract except Workers' Compensation and Employers' Liability shall include the City and CRA and their boards, officers, elected and appointed officials, and employees as additional insureds with respect to the activities of the Contractor and its subcontractors. The City and CRA shall not by reason of their inclusion under these policies incur liability to the insurance carrier for payment of premium for these policies.
- e. Waiver of Subrogation. The Contractor and its subcontractors shall require their insurance carriers, with respect to all insurance policies, to waive all rights of subrogation against the City and CRA, its officers, elected officials, agents and employees and against other Contractors and subcontractors.
- f. Types of Coverage to be Provided. The Contractor (and its subcontractors to the same extent and on the same terms as set forth below for Contractor) shall maintain the following coverages and furnish the certificate(s) of insurance on the policies and renewals thereof which indicate that insurance coverage has been obtained meeting the requirements of the contract.
  - (i) Workers' Compensation and Employer's Liability. This insurance shall protect the Contractor against all claims under applicable state workmen's compensation laws. The Contractor shall also be protected against claims for injury, disease, or death of employees that, for any reason, may not fall within the provisions of a workmen's compensation law. This policy shall include an "all states" or "other states" endorsement. Exemption certificates shall be accepted if valid during the term of the contract, but only for those eligible corporate officers pursuant to Chapter 440 of the Florida Statutes. Proof of workers' compensation coverage must still be provided for all employees,

sub-contractors not eligible for exemption. The liability limits shall not be less than:

Workers' compensation: Statutory

Employer's Liability: \$100,000 each occurrence

- (ii) Comprehensive Automobile Liability. This insurance shall be written in comprehensive form and shall protect the Contractor and the additional insureds against all claims for injuries to members of the public and damage to property of others arising from the use of motor vehicle, and shall cover operation on or off the site of all motor vehicles licensed for highway use, whether they are owned, non-owned, or hired. The liability limits shall not be less than:

Bodily injury and \$1,000,000 combined single

Property damage: limit each occurrence

- (iii) Commercial General Liability. This insurance shall be an "occurrence" type policy (excluding automobile liability) written in comprehensive form and shall protect the Contractor and the additional insureds against all claims arising from bodily injury, sickness, disease, or death of any person or damage to property of the City, CRA, or others arising out of any act or omission of the Contractor or its agents, employees, or subcontractors. This policy shall also include protection against claims insured by usual bodily injury liability coverage, a "contractual liability" endorsement to insure the contractual liability assumed by the Contractor under this Contract with the City and CRA, and "completed Operations and Products Liability" coverage (to remain in force for 2 years after final payment and subsequent to project completion). If the Contractor's work, or work under its direction, requires blasting, explosive conditions, or underground operations, the comprehensive general liability coverage shall contain no exclusion relative to blasting, explosion, collapse of structures, or damage to underground property. The liability limits shall not be less than:

Bodily injury and	\$1,000,000 combined single
Property damage:	limit each occurrence

**G. Acceptance**

The City and CRA will be deemed to have accepted the Work after the City's Chief Procurement Officer is notified by the CRA and using City department(s) of their satisfaction that the work is completed.

**H. Correction of Work**

The Contractor shall promptly correct all Work rejected by the City or CRA as failing to conform to this Contract. The Contractor shall bear all costs of correcting such rejected Work.

**I. Right to Audit Records**

The City and CRA each shall be entitled to audit the books and records of Contractor or any subcontractor to the extent that such books and records relate to the performance of the contract or any subcontract. The Contractor and its subcontractors shall retain and maintain financial records and other records relating to the contract for a period of five (5) years from the date of final payment under the contract and by the subcontractor for a period of five (5) years from the date of final payment under the subcontract unless a shorter period is otherwise authorized in writing by the City and CRA. If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the 5-year period, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular 5-year period, whichever is later.

**J. Time is of the Essence**

The parties agree that time is of the essence in the completion of the Work called for under this Contract. The Contractor agrees that all Work shall be executed regularly, diligently, and uninterrupted at such a rate of progress as will ensure full completion thereof within the time specified.

**K. Information**

All information and data furnished to or developed for the City or CRA by the Contractor or its employees, pursuant to this Contract, excluding previously copywritten materials, shall be the sole property of the City and CRA and all rights therein are reserved by the City and CRA, except that the Contractor may



disclose any such information to its corporate affiliates and their agents.

**L. Extra Work**

**1. Requested by City and CRA**

The City's Chief Procurement Officer, without invalidating this Contract, may order changes in the Work within the general scope of this Contract consisting of additions, deletions, or other revisions, the Contract price and time being adjusted accordingly. All such changes in the Work ordered by the City's Chief Procurement Officer shall be authorized by written Addendum to this Contract, and shall be executed under the applicable conditions of the Contract.

**2. Additional Work Discovered by Contractor**

If the Contractor plans to make a claim for an increase in the Contract price based upon new or unforeseen circumstances which result in the need for additional work outside the scope of the original Work, Contractor shall first before providing any additional goods or services related to such additional work give the City and CRA written notice thereof and secure the prior written approval of the City's Chief Procurement Officer. No claim for extra work will be considered valid by the City or CRA unless first submitted in writing and approved in writing by the City's Chief Procurement Officer.

**M. Familiarity With The Work**

The Contractor by executing this Contract, acknowledges full understanding of the extent and character of the Work required and the conditions surrounding the performance thereof. The City and CRA will not be responsible for any alleged misunderstanding of the Work to be furnished or completed, or any misunderstanding of conditions surrounding the performance thereof. It is understood that the execution of this Contract by the Contractor serves as its stated commitment to fulfill all the conditions referred to in this Contract.

**N. Title and Risk of Loss**

The title and risk of loss to the Work shall pass from the Contractor to the City and CRA upon the City and CRA's final acceptance of the Work.

**VIII. MISCELLANEOUS PROVISIONS**

- A. The Contractor shall not employ subcontractors without the advance written permission of the City's Chief Procurement Officer.

- B. Assignment of this Contract shall not be made without the advance written consent of the City's Chief Procurement Officer.
- C. The Contractor shall comply with all applicable federal, state and local laws, ordinances, rules and regulations pertaining to the performance of Work under this Contract. To the extent applicable, Contractor shall comply with Florida public records laws, including Sections 119.0701(2) (a) through (d) of the Florida Statutes.
- D. No waiver, alterations, consent or modification of any of the provisions of this Contract shall be binding unless in writing and signed by the City's Chief Procurement Officer or designee.
- E. The Contractor is to procure all permits, licenses, and certificates, or any such approvals of plans or specifications as may be required by federal, state and local laws, ordinances, rules, and regulations, for the proper execution and completion of the Work under this Contract.
- F. All disputes between the parties shall be resolved in accordance with the City's Procurement Code, (Chapter 7 of the City Code).
- G. This Contract is a non-exclusive Contract between the parties.
- H. This Contract is deemed to be under and shall be governed by, and construed according to, the laws of the State of Florida.
- I. Any litigation arising out of this Contract shall be had in the Courts of Orange County, Florida.
- J. As to Contractor, the undersigned representative hereby warrants and certifies that he or she is authorized to enter into this Contract and to execute same on behalf of the Contractor as the act of the said Contractor.
- K. This Contract, including any Exhibits hereto, contains all the terms and conditions agreed upon by the parties. No other agreements, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind either party hereto. In the event of any dispute or conflict between the provisions of this Contract and any exhibit or attachment hereto, the terms of this Contract shall control.
- L. The City's Chief Procurement Officer or written designee shall have authority to act on behalf of the City and CRA in matters related to this Contract, including but not limited to the sending and receiving of any notices required hereunder.

- M. If any section, sentence, clause, phrase, provision, or other portion of this Contract is, for any reason, held invalid or unconstitutional by a court or other body of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions of the Contract.
- N. This Contract is solely for the benefit of the parties to the Contract and no causes of action shall accrue upon or by reason hereof to or for the benefit of any third parties.

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**IN WITNESS WHEREOF**, the parties hereto have hereunto set their hands and seals on the date first written above.

**CITY OF ORLANDO**

PROCUREMENT AND CONTRACTS DIVISION  
CITY OF ORLANDO, FLORIDA

APPROVED AS TO FORM AND LEGALITY  
for the use and reliance of the  
City of Orlando, Florida, only.

By: \_\_\_\_\_  
Chief Procurement Officer

Date: \_\_\_\_\_, 2014

DAVID BILLINGSLEY, CPSM, C.P.M.  
Name, Typed or Printed

Date: \_\_\_\_\_, 2014

\_\_\_\_\_  
ASSISTANT CITY ATTORNEY  
ORLANDO, FLORIDA

**COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF ORLANDO**

PROCUREMENT AND CONTRACTS DIVISION  
CITY OF ORLANDO, FLORIDA, as agent for the  
CRA

APPROVED AS TO FORM AND LEGALITY  
for the use and reliance of the  
CRA, only.

By: \_\_\_\_\_  
Chief Procurement Officer

Date: \_\_\_\_\_, 2014

DAVID BILLINGSLEY, CPSM, C.P.M.  
Name, Typed or Printed

Date: \_\_\_\_\_, 2014

\_\_\_\_\_  
ASSISTANT CITY ATTORNEY  
ORLANDO, FLORIDA

**CONTRACTOR**

By: \_\_\_\_\_  
Signature

CORPORATE SEAL

\_\_\_\_\_  
Name & Title, Typed or Printed

\_\_\_\_\_  
Name of Company, Corp., etc.

\_\_\_\_\_  
Mailing Address

\_\_\_\_\_  
City, State and Zip

\_\_\_\_\_  
Area Code/Telephone Number

\_\_\_\_\_  
Email Address

STATE OF \_\_\_\_\_

COUNTY OF \_\_\_\_\_

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2014, by \_\_\_\_\_, as the \_\_\_\_\_, on behalf of \_\_\_\_\_

He/she (is) personally known to me or (has) produced \_\_\_\_\_ (type of identification)

WITNESS my hand and official seal this \_\_\_\_ day of \_\_\_\_\_, 2014.

(SEAL)

\_\_\_\_\_  
Signature of Person Taking Acknowledgment

\_\_\_\_\_  
Typed, Printed or Stamped Name of Person  
Taking Acknowledgment

My Commission Expires:

## **EXHIBIT “A”**

### **CONTRACTOR’S PROPOSAL**

CSH is pleased to submit this menu of expertise and technical assistance services on supportive housing and systems change in Orlando, Florida.

### **Organizational Background and Previous Relevant Experience**

Founded in 1991, CSH transforms how communities use housing solutions to improve the lives of the most vulnerable people. We offer capital, expertise, information, and innovation that allow our partners to use supportive housing to achieve stability, strength, and success for the people in most need. CSH blends over 20 years of experience and dedication with a practical and entrepreneurial spirit, making us the source for housing solutions. CSH is an industry leader with national influence and deep connections in a growing number of local communities. We are headquartered in New York City with staff stationed in more than 22 locations around the country.

CSH is both a good partner and an excellent steward of resources as demonstrated by our exceptional ratings by such entities as Charity Navigator, Great Nonprofits, and CARS, where CSH has a AAA+2 rating, representing our strong impact and our financial strength. CSH has also been accepted into the S+I 100, an index of top nonprofits creating social impact.

Below is a snapshot of our core services, programs, and recent accomplishments.

- **Practitioner capacity-building.** CSH provides the industry with training courses on a variety of topics in numerous locations nationally. Training topics include: Introduction to supportive housing (SH), SH Development, Operations, Service Planning, Funding, Systems Change, Housing First, Property Management, Advocacy, Assertive Community Treatment, Veteran SH, Reentry SH, Youth SH, SH for Families, Building Community Support, and Harm Reduction in SH. Our standard curriculum is customized based on audience and local interests. We also create new training courses on request. We create interactive, relevant trainings that engage participants and offer content that is directly applicable to their day-to-day work.
- **Project-specific technical assistance.** CSH provides intensive one-on-one TA to supportive housing project partners, guiding them in developing project plans, identifying available public and private funding, conducting feasibility studies, and assessing sites. This work is focused on helping project teams to develop sound plans for SH creation and to overcome hurdles in the planning and development process. This assistance positions SH project sponsors well to compete for public and private funding for housing development, operations, and service provision.
- **Financial support to jumpstart supportive housing production.** As a Community Development Financial Institution (CDFI), we provide financial assistance in order to jumpstart SH creation. Government agencies and banks have had challenges in funding predevelopment and acquisition costs for supportive housing, often causing projects to not move forward. CSH addresses this need by offering affordable loans to jumpstart SH projects. We fund early-stage costs and take greater risks than banks and other CDFIs because we understand SH financing and how to help developers be successful.

CSH is a national technical assistance provider under multiple contracts with the U.S. Department of Housing and Urban Development (HUD). Through our HUD contracts and others, CSH complements our work with SH practitioners by providing training, TA, and advisement to and on behalf of government agencies and other funders.

CSH helps find solutions to transform how you address homelessness and improve the health of your community. Whether it's increasing the supply and improving the quality of supportive housing or applying effective systems change strategies to solve some of the toughest problems communities face, CSH synthesizes 20 years of expertise into a comprehensive portfolio of products and services that boost the value and impact of your work. A sample of **relevant projects** that demonstrate how CSH helps communities is available upon request.

### **Proposed Services.**

#### **Phase 2: In-depth Systems Change Consulting**

*Timeline: January 2015 – December 2017*

CSH will provide in-depth systems change consulting expertise and key experts from CSH to implement the 3-year plan created in Phase 1 to address ending homelessness within the downtown CRA area.

Under Phase 2, CSH will perform the following activities:

- **Provide intensive staffing** through a CSH employee based in Orlando focused on addressing homelessness within the downtown CRA area. CSH will provide consulting by our key public housing authority, Medicaid, Child Welfare, FUSE, and systems change experts to support the project manager;
- **Develop an annual work plan** within 90 days of contract execution. This work plan will be reviewed and updated annually;
- **Support system-change efforts** including: financial modeling for supportive housing development and resource planning, facilitating coordinated funding applications to streamline supportive housing resources; analyzing and recommending potential service funding sources including CRA funding; ensuring coordinated assessment functions on a community-wide basis and targets high-cost, high-need populations; as well as other efforts identified in the initial phase;
- **Develop policies and pilots to create supportive housing** by working closely with the public housing authority, hospitals, and jails to create dedicated units and FUSE pilot projects. CSH will also work with other public agencies including Housing Finance Corporations, City, County and State Departments, Housing Authorities, Child Welfare agencies to create policies that support the creation and sustainability of supportive housing;
- **Provide technical assistance to providers** on creating or operating supportive housing. Direct technical assistance may include developing a project concept for new site-based or scattered-site supportive housing; assisting an existing project with any operational issues; building the capacity of individual providers to do supportive housing; reviewing budgets, funding sources, and service/property management plans;
- **Deliver training** to providers on housing first, supportive housing, rapid rehousing, and other system-wide interventions and foundational principles needed to move the needle on homelessness in Orlando; and



- **Coordinate with local planning bodies and stakeholders** to implement the annual work plan including the Regional Commission on Homelessness; the Continuum of Care; downtown CRA stakeholders and key organizations.

An annual work plan will be created under this work for review and approval by the City of Orlando.

### **Deliverables for Year 1**

CSH proposes the following deliverables for Year 1:

1. **Work plan.** CSH will create a 1-year work plan within 90 days of execution of the contract. This work plan will be revised and updated annually.
2. **Staffing.** CSH will provide intensive staffing on-the-ground. CSH will hire and support one new staff person to be embedded in Orlando with a 2-3 year funding commitment OR designate a lead project manager to travel frequently for the project.
3. **Systems Change and Change Management.** CSH will implement the system change efforts as outlined in the 3-year implementation plan created in Phase 1.
4. **Unit Creation.** CSH will create policies and pilots for supportive housing by supporting providers and working with funders to create a pipeline of at least 300 scattered site and project-based units.
5. **Hands on Assistance to Providers.** CSH will provide hands-on technical assistance and expertise to providers who are creating and operating their supportive housing. This will include 1:1 meetings to discuss plans for new housing units; meeting with landlords and creating incentives for scattered site housing; supporting new development in Orlando area of supportive housing.
6. **Training.** CSH will provide at least 5 half day or full day trainings to the community on supportive housing, housing first, rapid rehousing or other foundational principles needed. These interactive trainings will focus on housing Orlando's most vulnerable persons who are in the downtown area.
7. **Coordinate.** CSH will coordinate with the Regional Commission on Homelessness; the Continuum of Care; the Counties in Central Florida; and other key downtown stakeholders. This work will ensure coordination across funding streams and technical assistance in the community.
8. **Project Management.** CSH will hold regular project management meetings with the City Chief Financial Officer, CRA Executive Director, and project team to ensure the 3-year work plan is on track.
9. **Additional TA.** Provide on-demand consulting services as budget allows.

At the end of year 1, CSH anticipates the following outcomes:

- 300 units of supportive housing opportunities or units identified for the Orlando pipeline
- At least 5 providers receive 1:1 assistance on supportive housing, coordinated assessment, housing placement, or working with frequent users.
- At least 200 people receive training on evidence based practices that can be implemented in Orlando
- Participation and coordination of all technical assistance efforts with key stakeholders
- Launch of frequent users pilot project with Florida Hospital
- Coordination and strengthening of the local Continuum of Care

### Estimated Costs for Year 1

Based on the menu of services listed above, the following are cost estimates. Assumptions can be adjusted and full budgets provided based on your interest.

Deliverable	Timeline	Cost
Phase 2: Imbed CSH staff person and perform consulting support and complete annual work plans	Calendar Year 2015 Calendar Year 2016 Calendar Year 2017	<p>Total Phase 2: \$250,000 annually</p> <p>CSH is proposing a flat rate of \$150,000 annually for a full-time CSH staff person (approximately 1500 hours) with a 3 year commitment. The costs include the staff person; advisement and supervision from CSH managing director; travel costs.</p> <p>In addition, CSH is proposing up to an additional \$100,000 a year for consulting support. Additional consulting expertise provides approximately 300-350 hours of expertise and travel costs. CSH will bill based on actual hours worked and actual travel costs with an additional 18% overhead on travel costs.</p> <p>CSH Hourly rates for 2015 are as follows: \$200/hour: Managing Director \$175/hour: Senior Program Manager \$150/hour: Program Manager \$100/hour: Program Coordinator</p>

### CSH Contact:

Liz Drapa, Managing Director, Consulting and Training, [liz.drapa@csh.org](mailto:liz.drapa@csh.org)

Ryan Moser, Managing Director, Eastern Region, [ryan.moser@csh.org](mailto:ryan.moser@csh.org)