

The regular meeting of the Taylor Housing Commission will be held on Thursday, August 22, 2024 at 8:15 a.m., at Maplewood Manor 15270 Plaza South Drive Taylor, MI 48180.

Regular Meeting of the Taylor Housing Commission

A G E N D A

- 1) Call to order – roll call: Fred Miller, Laurie Trueblood, Michelle Alford, Jim Corbin and Rich Pratt
- 2) Acceptance of the Agenda.
- 3) Acceptance of the minutes of the meeting held July 25, 2024.
(Attachment A)
- 4A) Motion to approve pay vouchers from July 1, 2024, through June 31, 2024 for Maplewood Manor of Taylor, LLC
(Attachment B1)
- 4B) Motion to approve pay vouchers from July 1, 2024 through July 31, 2024 for the Taylor Housing Commission.
(Attachment B2)
- 5) Motion to receive and file written report from the Manager, regarding current level of occupancy.
(Attachment C)
- 6) Motion to receive and file written report from the Manager of Section 8 Housing Choice Voucher. (Attachment D)
- 7) Director Communications: Director to update Commissioners on the progress of the Bingo equipment purchase, most recent development with Barry Gaudette's peer review, and the Strategic Planning Proposal from Stan Quy of The Organizational Leadership Edge
- 8) Old Business/New Business: Upcoming trainings
- 9) Public Comment
- 10) Adjournment

Frederick D. Miller, President

A regular meeting of the Taylor Housing Commission was held on Thursday, July 25, 2024 at 8:15 am, at the Maplewood Manor of Taylor. Fred Miller called the meeting to order at 8:15 a.m.

Present:, Fred Miller, Michelle Alford, Jim Corban and Richard Pratt

Excused: Laurie Trueblood

Also Present: Joe Couvreur (Corporation Counsel) and John Carter

Motion by Alford supported by Pratt

Resolved: Acceptance of agenda

Unanimously carried

7.34-24

Motion by Alford supported by Pratt

Resolved: Acceptance of the minutes of the Meeting held June 27, 2024

Unanimously carried

7.35-24

Motion by Alford supported by Pratt

Resolved: Approve pay vouchers from June 1, 2024 through June 30, 2024 for the Maplewood Manor of Taylor, LLC.

Unanimously carried

7.36-24

Motion by Alford supported by Pratt

Resolved: Approve pay vouchers from June 1, 2024 through June 30, 2024 for the Taylor Housing Commission

Unanimously carried

7.37-24

Motion by Alford supported by Pratt

Resolved: Receive and file written report from the Property Manager of Maplewood Manor, regarding current level of occupancy.

Unanimously carried

7.38-24

Motion by Alford supported by Pratt

Resolved: Receive and file written report from the Manger of the HCV Program

Unanimously carried

7.39-24

Director Communications: E.D. updated the Commissioners on the status of the Generator project; E.D. update the Commissioners of the discovery of a compliance

issue, and that a resolve has been discovered (concerning over income families).

Old/New Business: The director updated the Commissioners concerning the upcoming NELROD training in Cleveland

Adjournment at 9:00 am

Frederick D. Miller, President

Cindy Bower, City Clerk

Taylor Housing Commission *Attachment B1*
Vendor Accounting Cash Payment/Receipt Register
Maplewood Manor LLC

Filter Criteria Includes: 1) Project: RAD Maplewood Senior Apartments 2) Payment Date: 7/1/2024 to 7/31/2024 3) Financial Period: All 4) Payments Over: All
5) Check Numbers: All 6) Cleared Period: All 7) Check Status: All 8) Payment Status: All 9) Show Payments: Yes 10) Show Deposits: Yes 11) Order By: Payment/Receipt Number

Bank: Citizens Bank, Bank Account: 12345, GL Account: 1111

Posted Payments

<u>Doc Num</u>	<u>Payment Date</u>	<u>Voided</u>	<u>Type</u>	<u>Document Recipient</u>	<u>Document Description</u>	<u>Cleared</u>	<u>Amount</u>
2899	07/16/2024	No	VD	Midwest Glass & Screen Compan	Job Cancelled	No	(\$665.00)
2904	07/05/2024	No	CHK	Capital One	Maintenance Supplies&MW Offc.	No	\$278.63
2905	07/05/2024	No	CHK	Pest Genie	7/24 Flat Rate	No	\$119.00
2906	07/11/2024	No	CHK	Edward Alkevicz	Procurement of Materials/Supplies 6	No	\$54.94
2907	07/11/2024	No	CHK	PNC Bank Visa	MW Offc. Contract	No	\$13.25
2908	07/11/2024	No	CHK	Spire Solutions Inc	RAD Housing Training	No	\$599.00
2912	07/19/2024	No	CHK	Comcast	7/15-8/14/24 Business Phone/Intern	No	\$205.23
2913	07/19/2024	No	CHK	DTE Energy (Gas)	6/4-7/3/24 Gas Usage	No	\$918.99
2914	07/19/2024	No	CHK	HD Supply Facilities Maintenance	WO#: WBB225281392	No	\$47.79
2915	07/19/2024	No	CHK	Housing Insurance Services Inc	8/2024-8/2025 Building Ins.	No	\$40,981.00
2916	07/19/2024	No	CHK	Motor City Heating & Cooling, Inc	Roof MUA; Diagnostics	No	\$489.50
2917	07/19/2024	No	CHK	Port City Communications, Inc.	7/24 Answering Services	No	\$176.37
2918	07/19/2024	No	CHK	Prestige Painting Inc.	Units 311&415 Repairs	No	\$900.00
2919	07/31/2024	No	CHK	A.M. Contractors Supply	Unit 618: New Carpet	No	\$2,306.00
2920	07/31/2024	No	CHK	City Of Taylor - Water Dept	5/10-7/11/24 Water Use	No	\$3,868.78
2921	07/31/2024	No	CHK	Corrigan Oil II, Inc.	7/24 Fuel Tank Rental Rate	No	\$106.00
2922	07/31/2024	No	CHK	DTE	6/17-7/16/24 Electricity Use	No	\$8,053.75
2923	07/31/2024	No	CHK	HD Supply Facilities Maintenance	Order:W225281392	No	\$31.86
2924	07/31/2024	No	CHK	Kapnick Insurance Group	Prof. Liab. Ins. 8/2024-8/2025	No	\$12,308.33
Cleared: 0							\$0.00
Uncleared: 19							\$70,793.42
Total Payments: 19							\$70,793.42

Project Summary

Bank: Citizens Bank, Bank Account: 12345, GL Account: 1111

<u>Program - Project</u>	<u>Payments</u>	<u>Deposits</u>
Maplewood Manor LLC - RAD Maplewood Senior Apartments	\$70,793.42	\$0.00
Total:	\$70,793.42	\$0.00

Type Summary

Bank: Citizens Bank, Bank Account: 12345, GL Account: 1111

<u>Document Type</u>	<u>Count</u>	<u>Amount</u>
Void Payment (VD)	1	(\$665.00)
Check (CHK)	18	\$71,458.42
Total:	19	\$70,793.42

End of Report

Taylor Housing Commission *Attachment B2*
Vendor Accounting Cash Payment/Receipt Register
THC Admin

Filter Criteria Includes: 1) Project: THC Admin 2) Payment Date: 7/1/2024 to 7/31/2024 3) Financial Period: All 4) Payments Over: All 5) Check Numbers: All 6) Cleared Period: All 7) Check Status: All 8) Payment Status: All 9) Show Payments: Yes 10) Show Deposits: Yes 11) Order By: Payment/Receipt Number

Bank: PNC Bank (THC Admin), Bank Account: 4255055984, GL Account: 1111

Posted Payments

<u>Doc Num</u>	<u>Payment Date</u>	<u>Voided</u>	<u>Type</u>	<u>Document Recipient</u>	<u>Document Description</u>	<u>Cleared</u>	<u>Amount</u>
66119	07/05/2024	No	CHK	Cygnus Systems , Inc.	7/24 PhishTesting/Password Sec./S	No	\$763.75
66120	07/05/2024	No	CHK	Management Computer Services,	07-09/24 WebsiteHostingFee	No	\$180.00
66121	07/05/2024	No	CHK	Maplewood Manor of Taylor, LLC	7/24ACHRentPymnt (Tenant A)	No	\$1,412.00
66122	07/05/2024	No	CHK	Capital One	85% Admin; 15% Maintenance Inc.	No	\$9,903.24
66123	07/08/2024	No	CHK	Michelle Alford	NAHRO Summer 2024: Symposium	No	\$561.95
66124	07/16/2024	No	CHK	United States Treasury	2nd Quarter 2024 Excise Tax	No	\$19.32
66125	07/18/2024	No	CHK	John Carter	Grand Rapids Housing Commission	No	\$215.09
66126	07/19/2024	No	CHK	Advanced Benefit Solutions, Inc	6/24 HRA Admin Fees	No	\$157.15
66127	07/19/2024	No	CHK	Alerus Financial	6/24 457 Plan	No	\$2,825.52
66128	07/19/2024	No	CHK	Applied Innovation	6/19-7/18/24 Contract Rate&Toner	No	\$448.12
66129	07/19/2024	No	CHK	Blue Cross Blue Shield Of MI	8/24 Employee Health Insurance	No	\$9,182.71
66130	07/19/2024	No	CHK	PNC Bank Visa	Admin: Offc. Contracts	No	\$210.41
66131	07/19/2024	No	CHK	The Inspection Group, Inc	6/24 HQS Inspections	No	\$7,390.00
66132	07/30/2024	No	CHK	Cygnus Systems , Inc.	MFA Correction/Printers Fix (2)	No	\$327.50
66133	07/30/2024	No	CHK	Occupational Health Centers of M	Heather Dezomits Medical for Hire	No	\$99.00
66134	07/30/2024	No	CHK	PLIC - SBD GRAND ISLAND	8/24 Employee Life Ins.&NewEnroll	No	\$289.33
66135	07/30/2024	No	CHK	Purchase Power	07/24 Postage & Overage Fee	No	\$603.75
66136	07/30/2024	No	CHK	Toshiba America Business Solutio	HCV Toners (Black and MultiColor)	No	\$596.36
66137	07/31/2024	No	CHK	Aflac Traditional and Direct	6/24 Employee Medical Policies	No	\$2,253.04
66138	07/31/2024	No	CHK	Capital One	55% Admin; 45% Maintenance/MW	No	\$6,090.25
66139	07/31/2024	No	CHK	PNC Bank Visa	Offc: Contracts&Supplies	No	\$675.53
00157011-2	07/05/2024	No	INV	MERS	6/24 Defined Benefits	No	\$2,942.44
666506040	07/19/2024	No	INV	ADP Inc	Payroll PE 6/16,6/30,7/14/24	No	\$456.70
Cleared: 0							\$0.00
Uncleared: 23							\$47,603.16
Total Payments: 23							\$47,603.16

Project Summary

Bank: PNC Bank (THC Admin), Bank Account: 4255055984, GL Account: 1111

<u>Program - Project</u>	<u>Payments</u>	<u>Deposits</u>
THC Admin - THC Admin	\$47,603.16	\$0.00
Total:	\$47,603.16	\$0.00

Type Summary

Bank: PNC Bank (THC Admin), Bank Account: 4255055984, GL Account: 1111

<u>Document Type</u>	<u>Count</u>	<u>Amount</u>
Check (CHK)	21	\$44,204.02
Invoice (INV)	2	\$3,399.14
Total:	23	\$47,603.16

End of Report

ATTACHMENT: C

Written Report to the Commissioners

August 15, 2024

From J. Carter

Occupancy at Maplewood: We currently have 94 units occupied out of 102.

We have 8 vacant units. Most of the units have been turned, and inspected. We are still finding that many of the applicants on the waiting list either do not respond back to us, or do not end up leasing for one reason or another. We have one move in scheduled for tomorrow and one move in scheduled for September 1st. There are 8 applications currently being processed, and we will be pulling another group from the waiting list, next week.

There are more than 200 applicants on our waiting list.

All annual re-certifications are up to date and City inspections are current.

Sincerely,

John Carter

07/1/2024
Section 8 HCV

Attachment D

1-Jul

Currently we have 278 applicants on the waiting list.
 RAD 0
 Section 8 Lottery 278
 Dearborn Ned
 Housing Choice Voucher Statistics Housing Choice Voucher Statistics
 Leased 912
 Issued 10
 Portable Billing 2
 Total 1202

		Total
Income		
Housing Payments 7/2024	\$	687,252.00
Admin Fee 7/2024	\$	67,658.00
Admin Fee		16326
Admin Fee		
Admin Portable Receiving		
Portable Receiving (HAP)		
Portable Receiving (URP)		
Cares Act		
Total Income	\$	771,236.00
Expenses		
HAP payments	\$	650,887.00
URP payments	\$	17,669.00
HAP Portable Paying	\$	2,354.69
Portable Receiving (HAP)		
Total Expense	\$	670,910.69
Other income (Fraud recovery)		
Landlord repayment		
Interest		
	\$	-
Total other income		
Average HAP Payment		770

August 19, 2024

REQUEST FOR PROPOSAL FOR STRATEGIC PLANNING

The Organizational Leadership Edge
147 Ginger Cove Road
Valley, NE 68064
(O) 402.359.2405 (C) 402.960.7600

Confidentiality Statement: The content of this document is to be used expressly and solely for evaluation of a proposal.

Presented to:

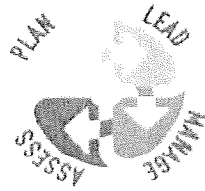
Taylor Housing Authority

Presented by:



**The Organizational
Leadership Edge**

50 YEARS OF AFFORDABLE
HOUSING EXPERIENCE
1971 - 2021



The Organizational Leadership Edge

August 19, 2024

Taylor Housing Commission
Attn: Mr. John Carter, Executive Director
15270 Plaza South Drive
Taylor, MI 45180

Dear Mr. Carter:

Thank you for the opportunity to respond with a proposal to collaborate with your Board and staff on the formulation of a Strategic Plan for the Taylor Housing Commission.

As the President and Principal for The Organizational Leadership Edge (TOLE), Stan Quy will have the lead responsibility for performing services proposed in this contract. Mr. Quy has had a 53-year career in the public housing / affordable housing industry. The first 36 years of this career were conducted at HUD serving in multiple technical, management and leadership roles that included HUD State Director in Nebraska and Acting Regional Administrator for the Kansas City Regional Office of HUD. During his years as a State / Regional Director for HUD, his office was consistently rated the top office, or in the top 5% of offices, nationally in both the quality of HUD Strategic Plans prepared as well as similar ratings for the quality of implementation of HUD Strategic Plans.

Upon retirement from HUD in 2007, Stan Quy launched The Organizational Leadership Edge consulting firm that focuses exclusively on working with housing authorities and their nonprofits. The mission of the firm is dedicated to assisting housing authorities and their nonprofits in achieving executive development and leadership excellence that will result in competitive advantage and optimal performance. Strategic planning is one of the most significant products that is produced among his consulting offerings. He has worked with more than 40 housing authorities on strategic planning initiatives over the last 17 years. Many of those more recent contracts are included in the proposal document. He also has served on the NAHRO faculty and Board Leadership Training and Strategic Planning are two of the main course offerings that he has designed and taught.

Mr. Quy has worn many "hats" that have allowed him to conduct strategic planning facilitation, formulation and implementation as a HUD Regional / State Director, housing authority board member, interim housing authority deputy director, university professor, NAHRO faculty member, and owner of a property management company and housing consultant. In addition to these practitioner experiences, he also has a very strong academic

background with a Master's Degree in Urban Planning, a Master's Degree in Leadership, and a Doctorate in Organizational Management (ABD) with a specialization in Nonprofit Management. Each of these degrees included a strong emphasis on strategic planning and implementation.

The scope of services outlined in this proposal have proven to be highly effective in producing quality strategic planning products and processes that have resulted in high levels of strategic leadership and management for both the Board and staff. However, should THA propose to amend some of these services to better meet your services or budget needs, TOLE will certainly accommodate such requests. The scope of services strives to align with out preliminary discussion on approaches to strategic planning. A separate proposal will be submitted regarding a Resident Satisfaction Survey.

It would be a great pleasure to collaborate with your Board and staff on this contract. Should you have any questions on this proposal, please feel free to contact me.

Thank you for your time and consideration!

Sincerely,

Stanley V. Quy
President / Principal

VISIONING: Many strategic planning consultants will fail to build in a vision as a key component of the strategic plan and board training and just focus on the mission and strategic goals. While a mission statement is important in defining the business purpose and discussing “who we are, what we do, and why we are here”, this is of limited value if the strategic plan is lacking a vision of “where we are going and why”. In the absence of such a vision, agencies may understand very well their business purpose but may be lacking the sense of direction and the roadmap to ensure that all Board members and business units are moving in the same direction. This absence of a shared vision can result in agency stakeholders branching out in many different directions, thus wasting or neutralizing critical agency resources. The vision, in addition to providing for a sense of direction, should also provide an overarching sense of purpose, a sense of organizational distinction, a strategic path for accomplishment, and organizational aspirations that are exciting to all stakeholders.

STAKEHOLDER ENGAGEMENT: Under the scope of services, the TOLE outlines many planning input factors that should be considered prior to drafting up the vision, mission, and strategic goals. One of the most critical factors is the inclusion of additional stakeholders in evaluating the strengths, weaknesses, opportunities, and threats impacting on the agency. Many strategic planning firms will tend to facilitate this process based on input only from the Board or management staff or by limiting stakeholder input to remote interviews. Some of the other benefits of this broadened level of stakeholder contributions include greater buy-in and understanding of the agency and its mission, improved marketing and public relations, and a broader base of partners to engage in the subsequent implementation of strategic plans and capital needs / funds plans. Under the scope of services, the TOLE suggested approaches to such stakeholder engagement are profiled.

ASSET-BASED STRATEGIC PLANNING: One of the new initiatives in strategic planning is the expanded focus on asset-based strategic planning. Traditional strategic planning has tended to place most of the emphasis in setting strategic goals on addressing the weaknesses and threats to the organization. While it continues to be critical that these negatives be addressed in strategic planning, there is also much value in placing an equal emphasis on the agency strengths and opportunities based on its assets (portfolio, human resources, business partnerships, community engagement, etc.). Such asset-based strategic planning tends to energize and excite both internal and external stakeholders about the future of the agency and its greater community.

OUTCOME-BASED STRATEGIC PLANNING: Many housing authority strategic plans and board training sessions place a strong emphasis on addressing the performance metrics, processes and expectations of HUD in being recognized as a high-performer. While this should be part of the emphasis in strategic planning and board training, it is equally important that agencies focus on the performance factors that will result in high performance ratings in the eyes of their community and residents. In contrast to the efficiency / output orientation of most HUD performance factors, communities and housing authority residents are much more focused on outcomes and quality indicators. TOLE encourages housing authorities to place considerable emphasis on such outcomes and qualitative factors in the strategic planning process.

FACILITATION PLUS: Many strategic planning firms view their only role as being a facilitator of a planning process. While this is an important function of such a consultant, TOLE strongly believes that a housing authority is much better served by drawing on the expertise and experience of a consulting team that is exclusively focused on the affordable housing industry. This allows TOLE to not only better understand needs and issues, but also to profile national best practices and industry trends that can provide strategic planning solutions.

IMPLEMENTATION: The best of strategic plans will fail if there is not a strong commitment to implementation. TOLE will profile 12 implementation tools and methodologies that have proven to be highly effective for housing and community development agencies. While it is not necessary to incorporate all of these options, most agencies will opt to utilize 8 to 10 of these implementation measures.

ORGANIZATIONAL ANCHORS FOR STRATEGY EXECUTION: The best of organizational strategies will fail if the organization has failed to factor in the additional institutional changes needed to sustain that strategy. Agencies functioning as strategy-focused organizations will first build their strategy but then also ensure that the eight organizational anchors in the next attachment are in place to ensure that the agency does not revert back to old, outdated strategies. TOLE makes a very concerted effort to ensure that the strategic plan addresses these key anchors and that the strategic plan implementation includes consideration of all of these key anchors of sustainability.

ACTION PLANS: One of the most critical aspects of strategic planning implementation is the formulation of annual action plans. While most firms will not include this implementation component, the TOLE believes that this is a critical aspect of implementation that should be addressed in the contract. The firm has designed action plan templates that highly structure such action plans with accountabilities, timelines, resources needed, and deliverables. TOLE would propose the preparation of year one and year two action plans as an option beyond the scope of this contract

ACADEMIC ORIENTATION: Stan Quy has Master's Degrees in Urban Planning and in Leadership and has completed all of the coursework for a Ph.D in Business with a specialization in Nonprofit Organizational Management. Each of these advanced degrees included strategic planning and board leadership components. The Master's Degree in Urban Planning addressed strategic planning from the perspective of urban development. The Master's Degree in Leadership focused on strategic planning from the perspective of visioning, outcomes, and stakeholders' relationships. The Doctorate in Business stressed strategic planning from more of an internal perspective on organizational strengths and weaknesses. All of these perspectives are important to factor into a comprehensive approach to strategic planning.

PROFESSIONAL STANDING: Stan Quy has been a very active presenter on strategic planning and many other topics at state, regional, and national NAHRO conferences in capacities as a consultant and as a NAHRO faculty member. By being an active presenter in the industry, Stan Quy continues to hone his knowledge and skills in strategic planning while also interacting with many affordable housing and homeless agencies on their successes and failures in strategic planning.

STRATEGIC PLANNING SCOPE OF SERVICES

Summarized below are the key benchmarks and tasks that TOLE would recommend for the strategic planning process. While the process outlined below has proven to be a very high-quality process for strategic planning with public housing / affordable housing agencies, the firm will modify any of the scope of services or site visits that the agency suggests would better meet the unique needs, issues, circumstances and budget of THA.

Task 01: Orientation and Planning Conference

The initial task in the scope of services will be an off-site conference call with the Board and Executive Director or Board Strategic Planning Committee to review objectives, benchmarks, timelines, and methodologies. The approaches to the strategic planning process that are outlined in this proposal will be reviewed and modified as necessary based on feedback from the Board or Executive Director or Committee.

Task 02: Planning Input Collection

A comprehensive analysis of data and information is critical to building a quality foundation for strategic planning. TOLE will utilize a set of planning input factors that include the following key emphasis areas:

- A. Micro-level Data Analysis / Legal Structure – The data to be collected will include micro-level data that pertains directly to affordable housing and public housing. All previously formulated housing needs data and issues will be reviewed and analyzed, including, but not limited to community housing needs studies, consolidated planning housing data, comprehensive plan housing elements, the HUD five-year plan, HUD / audit performance indicators and previous agency goals and objectives. It is critical that such previous background information be considered as key resources in formulating strategic housing issues, goals and action plans. The organizational documents (bylaws, articles of incorporation, code of ethics, etc.) will also be reviewed.
- B. Macro-level Data Analysis – The data to be collected will also include community and regional macro-level environmental data (economic, political, demographic, technological, social factors, etc.) that impact on affordable housing, public housing, resident empowerment and community building.
- C. Current Strategic Plan Assessment – The assessment of the current vision, mission, and organizational goals will provide some key contributions to launching the new strategic planning process.
- D. Board / Executive Director Interviews – Individual interviews will be completed with the Executive Director and each Board member prior to the initial site visit. If requested by the Board, additional stakeholders (staff, residents, business partners and community leaders) might be interviewed as well. A structured survey document will be completed for each interviewee. A draft of the proposed survey questions will be disseminated to the Board and ED for review and comment and for the addition of other questions of special interest to the Board or Executive Director. Much of the emphasis in the survey will be on questions related to the SWOT analysis, assessment of the current strategic plan, assessment of the internal and external influences on affordable housing, and perspective on new strategic goals.

Task 03: Planning Input Analysis

The collection and analysis of information related to the above planning input factors above will be conducted prior to the first site visit as well as during the first site visit.

Task 04: Framing the SWOT Analysis

The results of the above work will be utilized to frame the initial discussion of the SWOT (strengths, weaknesses, opportunities and threats) and will be shared at the initial site visit with the Board and Executive Director. At that initial site visit, the Board and Executive Director will be asked to critique some of these initial SWOT assumptions and to add additional SWOT factors. The TOLE consultant will utilize his 53 years of background in affordable housing and his exposure to more than 300 housing authorities to further embellish the SWOT analysis.

Task 05: Conducting the Initial Strategic Planning Facilitation Retreat

A Board / management team on-site work session would be conducted to include the following:

- (a) profiling the strategic planning process and the key steps moving forward, to include a TOLE power point that was developed by Stan Quy as a NAHRO faculty member
- (b) reviewing the early planning / survey input to begin to prioritize strengths, weaknesses, opportunities and threats that should be factored into the strategic planning process (to include a strong emphasis on asset-based strategic planning)
- (c) prioritizing the issues, needs, and opportunities that result from the preliminary planning analysis
- (d) launching the discussion of some very preliminary language on the vision statement, mission statement, and strategic goals and wordsmithing the first draft of these documents.

If requested by the Board, some or all of the stakeholders referenced earlier could be asked to participate in the initial strategy session. TOLE will share some pros and cons on this option.

Task 06: Drafting the Initial SWOT Analysis and Initial Presentation of Goals

TOLE will take the results of the initial planning data input site visit and retreat and prepare a draft of the SWOT analysis and preliminary vision statement, mission statement and strategic goals. This product will be disseminated to the Board and management team prior to the second site visit which would be scheduled approximately one month after the first site visit.

Task 07: Conferencing on the First Draft Report

A conference call would be conducted with the Board or Committee of the Board to review the first draft report from the Initial Strategic Planning Retreat and to make any modifications before presenting the first draft report at the Final Strategic Planning Retreat.

Task 08: Conducting the Second Retreat Session

A second on-site Board / Management Team Retreat would be conducted to review the first draft report and to discuss the following items:

- (a) Refining the draft report to ensure accuracy and relevancy
- (b) Preparing the final recommendations on the drafts of the Vision Statement, Mission statement, Strategic Goals, and Values
- (c) Identifying some key first year objectives and action plans, including timelines, accountability, and resources needed to ensure implementation
- (d) Reviewing the most effective options for Board consideration in ensuring that the Strategic Plan gets implemented and not shelved

Task 09: Preparing the Final Draft of the Strategic Plan

TOLE will prepare the final draft of the Strategic Plan and disseminate to the Board prior to scheduling a Board meeting to adopt the Strategic Plan. The Board or Board Committee will conference with TOLE on the final draft prior to its adoption.

Task 10: Adopting the Strategic Plan

TOLE will conference in for the Board meeting to adopt the Strategic Plan. Any final edits or revisions will be noted during that session and TOLE will disseminate the final document.

FEE PROPOSAL SUBMITTAL

FEE PROPOSAL:

The Organizational Leadership Edge (TOLE) will complete the scope of services outlined in this proposal based on a fee of **\$15,750**. This fee will include all consultant services hours, administrative costs, and travel costs for two site visits. This consulting fee is well below the fixed fee charged by the firm's major competitors.

FAIR PRICE STATEMENT:

TOLE ensures that the proposed rate is the lowest discounted government rate offered to similar clients. TOLE warrants that the prices quoted are not in excess of those charged other governmental or non-governmental clients for the same services performed by the firms.

COST CONTROL:

These costs and hourly fees will be fixed for the term of the contract.

OTHER COSTS ABSORBED BY THA:

THA would absorb costs copying draft documents and arranging for meeting space.