



HMIS Software Proposal

DATE: JANUARY 25, 2019



Table of Contents

1	Respondent Information.....	4
1.1	Business	4
1.2	Proposal Point of Contact	4
1.3	Authorized Representative.....	4
2	Certifications and Acknowledgements.....	5
3	Requirements Assessment.....	8
3.1	Hosting (2 points).....	8
3.2	Comparable Database (5 points)	8
3.3	Training and Technical Support (6 points).....	9
3.4	System Availability and Maintenance (6 points)	11
3.5	Security and Privacy (16 points).....	12
3.6	Data Collection (7 points)	15
3.7	Usability / Other Features (6 points).....	16
3.8	Data Quality Tools (14 points)	18
3.9	Coordinated Entry (8 points).....	21
3.10	Reporting (19 points).....	22
3.11	Data Integration, Exchange, and Access (11 points)	25
4	Organizational Capacity	27
4.1	Overview	27
4.2	Respondent Leadership Team.....	29
4.3	Respondent Staff	31

5 Planning and Implementation	34
5.1 Projected Timeline	34
5.2 CoC/HMIS Lead Roles and Staffing	36
6 Summary of Costs	38
6.1 Standard License	38
6.2 Implementation and Hosting.....	39
6.3 Cost for Features/Functionality/Services Not Included in Standard License	40
7 Additional Information.....	41
7.1 References.....	41
7.2 Conflict of Interest Disclosure (1-2 pp.)	42
7.3 Confidentiality Policies and Procedures (1-2 pp.)	43
7.4 Third Parties.....	45
7.5 Disclosure of Contract Disputes (1-2 pp.).....	45
7.6 Additional Features and Services (Optional; up to 5 pp.)	46

January 25, 2019

Dear Reviewers,

We are thrilled to propose our software and services to the Homeless Services Network of Central Florida. Foothold Technology is a New York City-based software company that has been providing electronic data tracking and case management software for human service providers for more than 18 years. AWARDS HMIS is presently in use at over 50 HUD CoC's around the country including Mississippi, New Jersey, and New York (New York City is the largest CoC in the country), and Puerto Rico.

We've been in the HMIS business since the beginning of HMIS, and we dedicate significant resources to stay connected with everything happening in the world of HMIS and HUD. Our commitment to serving this sector and developing our functionality both proactively and responsively, makes us unreservedly confident in our ability to be the best partner for your community. As you'll remember from our demo in December, AWARDS HMIS includes:

- All current HMIS data standards already built into the system
- All standard reports and forms required by HUD built directly into the system
- Custom built reports through our ReportBuilder tool
- VI-SPDAT and other custom assessments
- Data migration and integration capabilities
- HUD CSV imports and exports
- Tools for Coordinated Entry (waiting lists, central intake, service referral tracking, etc.)
- Occupancy, vacancy, utilization reports, and bed/unit registry
- Comprehensive service planning and provision for individuals and families
- Unduplicated client demographics
- The highest level of data protection and client record confidentiality

In the overwhelming majority of HMIS "vendor" relationships with communities, the HMIS vendor is seen as just that, a software provider. At Foothold, we find that working with communities as "partners", and not simply as a supplier of software, plays to our strengths and enables us to bring a vast knowledge of HMIS administration, Continuum of Care leadership, project operations, and local policy and planning into play to support our customers.

We are certain that AWARDS HMIS offers the functionality to support your initiatives now, and as they evolve, and we look forward to learning even more about your processes and workflows, and showcasing how AWARDS can elevate your operations and enhance the level of support you provide your constituents.

We look forward to continued conversations,



Marlowe Greenberg, CEO

1 Respondent Information

1.1 Business

Full legal name	Foothold Technology, Inc.
Mailing address – Line 1	36 E 12 th Street, 5 th Floor
Mailing address – Line 2	
Mailing address - City, State, ZIP	New York, NY 10003
Main phone number	212-780-1450
Time zone	Eastern

1.2 Proposal Point of Contact

Identify the primary point of contact for questions about the proposal and/or notifications regarding the proposal process.

Name	Nick Scharlatt
Title	Co-Founder
Email Address	nick@footholdtechnology.com
Phone Number	212-780-1450 x8003

1.3 Authorized Representative

Provide name and contact information for a representative of the business who has the authority to enter into contracts and sign legal documents on behalf of the Respondent.

Name	Marlowe Greenberg
Title	CEO
Email Address	marlowe@footholdtechnology.com
Phone Number	212-780-1450 x8002

2 Certifications and Acknowledgements

On behalf of **Foothold Technology, Inc.** ("Respondent"), I/we certify that:

1. Submission of a proposal constitutes acknowledgement and acceptance of all terms and conditions defined in the RFP, except as exceptions or reservations specified by Respondent in this document.
2. All persons involved in the preparation of this proposal are aware of the requirements established by these certifications and assurances and agree to comply.
3. All information provided is accurate as of the submission date. Respondent will notify the RFP coordinator of any change or anticipated change that might impact the accuracy of any part of this proposal. Misrepresentations will disqualify Respondent from consideration.
4. Any costs incurred by Respondent associated with proposal preparation and/or participation in the evaluation process are solely the responsibility of the Respondent, regardless of the outcome. Proposals and associated materials become the property of the CoC and will not be returned.
5. Respondent will not try to convince any other HMIS vendor to submit or decline to submit a response to this RFP and has not coordinated proposed costs with any other potential Respondent.
6. Respondent will not engage in behavior, conversation, or communication that might reasonably be perceived as an attempt to influence the outcome of the evaluation process (other than by participation in the process itself). Respondent will not discuss the RFP process with members of the CoC or the evaluation team until the final selection is announced.
7. If any member of the CoC or the evaluation team suggests directly, indirectly, explicitly, or implicitly that s/he might be able to influence the evaluation process in Respondent's favor for any reason, Respondent will notify Angel Jones at angel.jones@hsncfl.org.
8. Respondent agrees that the CoC may contact references, funders, and/or other sources of information regarding compliance; customer experience; organizational, technical, and fiscal capacity; and other factors pertinent to assessing Respondent's ability to meet the CoC's HMIS needs.

9. Respondent is eligible to enter into a contract for the provision of software as a service in the State of Florida and is willing to provide relevant documentation, including articles of incorporation, business licenses, taxpayer identification number(s), etc., upon request.
10. This proposal is a firm and fixed offer of existing software functionality, licensing, and standard services for the listed costs, subject to conditions listed in the proposal, valid for at least 120 days from the submission date of this proposal for a contract term of at least two years.
11. Costs identified for programming, data mapping and migration, and any other work contingent on detailed specifications are estimates and subject to revision and/or negotiation.
12. Costs proposed in this document will be scored against other proposals and should represent Respondent's best offer.
13. The CoC reserves the right to negotiate services and costs with Respondent, to include the addition or removal of listed requirements and/or software customization to better meet CoC or HUD requirements.
14. Respondent understands that proposals may be subject to review by the public and has clearly identified all confidential and/or trade secret content. Unless required by law or court order, the CoC will not release these confidential portions of the proposal.
15. Respondent may withdraw proposals from consideration at any point in the process.
16. The CoC may issue an addendum, revise, or withdraw this RFP without prior notice.
17. The evaluation process defined in the RFP is contingent on receiving at least three proposals that meet evaluation criteria. If this does not happen, the CoC may revise the process or evaluation criteria to expand the eligible pool of Respondents, issue another RFP, proceed with fewer than three candidates, execute a sole-source contract with a vendor, or otherwise ensure that the CoC's HMIS needs are satisfied.
18. Respondent will authorize the CoC to request a credit report for consideration in the final phase of evaluation.
19. The CoC may request additional information at any point in the evaluation process to confirm or clarify proposal content.
20. Respondent will follow applicable civil rights laws and Executive Orders. There must be no outstanding findings of noncompliance with civil rights statutes, Executive

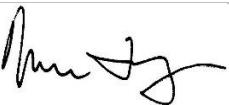
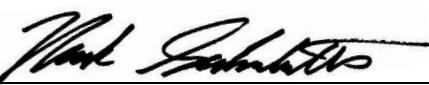
Orders, or regulations, unresolved secretarial charge of discrimination issued under the Fair Housing Act, no adjudications of civil rights violations on a civil action or deferral of processing of proposals from the vendor imposed by HUD.

21. Respondent certifies that no employee, member of its executive management, key staff, or any board member has been convicted of a criminal offense related to the administration of funds, is ineligible to enter into a federally-funded contract, or is involved in any litigation or other legal matter that might compromise Respondent's organizational capacity as represented in this proposal.
22. The CoC may elect to award all or a portion of the scope of work defined by the RFP and/or may elect to split the award between two Respondents, which would require Respondent to collaborate with another organization to provide some or all services. Respondent may decline to agree to this arrangement and withdraw.
23. The Evaluation Team may waive minor technical deficiencies or any informality in a submitted proposal.
24. If the CoC and selected Respondent are unable to come to satisfactory agreement about the terms of a contract, the CoC will re-visit the evaluation process (see #17). The selected Respondent will be ineligible for further consideration.
25. This Request for Proposals for a Homeless Management Information System is issued in accordance with 2 CFR part 200; any resultant contract must comply with same.

Disclosures and Exceptions to Certifications and Acknowledgements

N/A

Signatures

Authorized Representative	
	January 25, 2019
Marlowe Greenberg, CEO	Date
Proposal Point of Contact	
	January 25, 2019
Nick Scharlatt, Co Founder	Date

3 Requirements Assessment

3.1 Hosting (2 points)

1. Respondent hosting of application and database(s) is available	Yes-standard (1)
Foothold uses two world-class data centers, in two different states, to host our clients' data. These data centers feature uninterruptible power supplies and highly sophisticated disaster prevention and recovery systems. Biometric confirmation of identity is required to enter our data centers. The data centers feature porous floors to prevent flood damage, "dry" sprinkler pipes, fire suppression gas instead of water, a diesel generator that picks up immediately in the advent of a power failure, industrial air filtering and air conditioning technologies, and a live 24-hour armed guard.	
AWARDS HMIS is supported in any environment and is a distributed system, which allows users to enter data from anywhere and at any time. Data is transferred with 256-bit encryption over secure lines from our high-security data center to our customers' computers.	
We utilize several layers of encryption to protect data from both external sources and internal accessibility. Below are a number of our specific security measures which should address any concerns you may have:	
<ul style="list-style-type: none"> • The community will have its own separate database and database server process with login accounts for your staff only. • The database server is protected by a "firewall" that by default blocks all access except the secure sockets layer connection to the web server process running for your organization alone. • All data transmitted to and from the database server uses 256-bit encryption, the same encryption used by online banking. • Physical access to the servers is under lock and key. Backup media can be transported offsite by messenger and stored at a secure site under lock and key. 	
2. CoC may host application and database	No (0)
N/A	

3.2 Comparable Database (5 points)

Victim service providers can purchase a separate AWARDS database for use by their agency.

3.3 Training and Technical Support (6 points)

1. Respondent provides training for system administrators	Yes, standard (1)
<p>In addition to basic AWARDS HMIS training included with your contract, (which we describe below in Question 2) we also offer basic and advanced Train-the-Trainer courses, Introduction to Web-Based Computing (mentioned above), Training for Executives, and more for an additional cost. For a list and description of available training packages, visit https://demodb.footholdtechnology.com/training/training.html.</p>	
2. Respondent offers train-the-trainer instruction	Yes, standard (1)
<p>Yes. We use a train-the-trainer model, which allows your CoC to develop onsite expertise of AWARDS HMIS and create the institutional memory that will be required for successful usage of AWARDS HMIS as staff turnover takes its toll. Once your contract has been executed, your Foothold Implementation Consultant (IC) will work with you to create a training schedule. As part of the start-up fee, the CoCs will receive a specific number of on-site full-day trainings for the CoCs' implementation team, local administrators, and other "early adopters" who will become the first line of technical support within the CoC. Each trainee will need access to a computer. Additional trainings may be purchased.</p>	
3. Respondent provides technical support for system administrators and has a system in place to track and respond to questions, bug reports, etc.	Yes, standard (1)
<p>Beyond your direct connection with your Implementation Consultant (IC) and Senior Project Manager (SPM), our expert Help Desk Team is available during business hours Monday – Friday 9:00 AM to 5:00 PM Eastern time, for routine assistance. We also offer an emergency email address that is monitored 24/7 for after-hours emergencies. We offer a number of layers of support. If you are struggling with an issue around implementation, compliance or workflows, an audit, or just a vexing situation, you can feel free to pick up the phone and contact your IC or SPM. We try to balance routine issues versus the need to work through an issue together over the phone. Needless to say, no matter the communication method, we're at your service.</p> <p>The Foothold Help Desk uses an internal ticketing system to track messages submitted by local Help Desk members. This system allows us to communicate internally with our programmers and quality assurance staff to ensure that any questions or issues are resolved in a timely manner and communicate those resolutions back to the user. The Help Desk prioritizes requests based on work-stopping "bugs" first followed by data change requests. Any bugs or errors found in the system and reported to the Foothold Help Desk are generally addressed within one (1) business day.</p>	

4. Respondent has an available library of training materials for use in training end users (e.g., comprehensive manuals, online training, etc.)	Yes, standard (1)
<p>We offer an extensive Online Help menu that is accessible by any AWARDS HMIS user at any time. The Online Help menu is available at the top of every page in AWARDS HMIS, so that users can access it easily and at any time. The Online Help includes instruction manuals for every module and feature of AWARDS HMIS, quick reference guides, tips and tricks, and video tutorials. Users also have access to a Getting Started Guide that provides an overview of the AWARDS HMIS database design and navigation, as well as workflows for entering data.</p> <p>In addition to a section that covers all aspects of creating ad hoc ReportBuilder reports, each sub-module contains specific instructions on running related ReportBuilders (e.g. Supportive Services Checklist ReportBuilder, HMIS ReportBuilder, Household ReportBuilder, Progress Notes ReportBuilder, Charting Timetable ReportBuilder, etc.). The Online Help is organized by module (e.g. Intake/Admission, Calendar, Services, Discharge, etc.) but we also organize information by topic, such as HMIS. The Online Help documentation is always updated whenever a new enhancement or feature is released, which can be as often as monthly. There are no revised copies to distribute to users - when they access the online help library, documents are automatically up-to-date.</p>	
<p>We also encourage users to take advantage of FootholdConnect, a broad selection of complementary events that connect you with the experts on our Client Services, Quality Assurance and Training teams, and other AWARDS HMIS users. These events include trainings, discussion groups, demonstrations and seminars designed to give users a deeper understanding of AWARDS HMIS and to share best practices with their peers. These events are web-based and offered free of charge to all AWARDS HMIS users.</p>	
5. A training and demonstration site is available	Yes, standard (1)
<p>Typically, we will set up a number of training/test projects within your live database so that users can train with AWARDS using fake data. This provides a few benefits: 1) The test data does not impact real data in any way and reports run for real client data will not include the test or training data; 2) Test/ training projects can be set up to match exactly the functionality used by a real project (for example, a test mental health outpatient clinic project will have the same functionality available as the project set up for a real mental health outpatient clinic; and 3) Because the test/training projects are in the live database, HIPAA standards are not violated.</p>	
6. If Respondent offers training and/or technical support for end users, please describe.	
<p>Not only do we provide a powerful and easy-to-use software application, Foothold also offers a level of customer service and support like no other. Upon signing a contract with Foothold, you will be assigned a Foothold Implementation Consultant (IC), a full-time Foothold employee who specializes in agency-wide implementations. Your IC will facilitate all configurations, training, and other implementation-related activities to ensure a smooth rollout of AWARDS.</p>	

You will also be assigned a Senior Project Manager (SPM) who serves as your single point of contact and subject matter expert for the life of your contract. Most importantly, there is no limit on the amount of time you spend with your IC or SPM.

Beyond your direct connection with your IC and SPM, our expert Help Desk Team is available during business hours Monday – Friday 9:00 AM to 5:00 PM Eastern time, for routine assistance. We also provide an email address for emergency situations that we monitor 24/7.

As you can see, we offer several layers of support. If you are struggling with an issue around implementation, compliance or workflows, an audit, or just a vexing situation, you can feel free to pick up the phone and contact your IC or SPM.

We also offer an extensive Online Help menu that is accessible by any AWARDS HMIS user at any time. The Online Help menu is available at the top of every page in AWARDS HMIS. Online Help includes instruction manuals for every module and feature of AWARDS HMIS, quick reference guides, tips and tricks, and video tutorials. Users also have access to a Getting Started Guide that provides an overview of the AWARDS HMIS database design and navigation, as well as workflows for entering data.

To further supplement training, we encourage users to take advantage of FootholdConnect, a broad selection of complementary events that connect you with the experts on our Client Services, Quality Assurance, and Training teams, and other AWARDS HMIS users. These events include trainings, discussion groups, demonstrations, and seminars designed to give users a deeper understanding of AWARDS HMIS and to share best practices with their peers. These events are web-based and offered free of charge to all AWARDS HMIS users.

3.4 System Availability and Maintenance (6 points)

1. Software is web-based, compatible with current browsers, and maintains some backward-compatibility (list browsers)	Yes (1)
Our software is delivered as Software as a Service (SaaS), which means that the only thing you need is a computer and an Internet connection that is able to run the latest version of any modern browser, e.g., Chrome, Edge, Firefox, Safari, etc.	

2. User interface is available 24/7 with 99.9% reliability (other than planned outages)	Yes (1)
AWARDS has maintained 100% uptime since its inception.	

3. Planned outages for system maintenance or deployment of updates are coordinated with HMIS Lead at least 1 week in advance and scheduled for periods of low usage (or HMIS Lead is responsible for system maintenance and can install updates)	Yes (1)
For larger system upgrades, Foothold will schedule downtimes on the weekends and usually at night. Scheduled downtimes rarely last longer than two hours and Foothold staff will email you at least one week in advance with scheduled downtime notifications.	
4. HMIS Lead is notified of any unplanned outages and the status of identifying/resolving within 30 minutes	Yes (1)
Foothold Technology has a formal, documented process to quickly and effectively detect, respond to, and recover from, security incidents. After assessing the situation, we will develop a response plan. This plan will include communications to management and end users, estimate time to recovery, steps to containment, and steps to recovery.	
5. Any planned updates or modifications to any aspect of the user experience, report logic, and/or software functionality are documented; documentation is provided to the HMIS Lead in advance of development	Yes (1)
All updates, modifications, and enhancements are documented immediately in the Online Help section of AWARDS. Documentation is always updated whenever a new enhancement or feature is released, which can be as often as monthly. There are no revised copies to distribute to users - when they access the online help library, documents are automatically up-to-date.	
6. Any deployment of critical bug fixes is documented; notification and documentation are provided to HMIS Lead within two hours	Yes (1)
The HMIS Lead and users will be notified prior to the deployment of any critical bug fix. Once deployed, information on the update will be communicated immediately to the HMIS Lead, and information and documentation will be provided through FootholdConnect, our online announcement center.	

3.5 Security and Privacy (16 points)

1. Software employs industry-standard or better security protocols, including support for two-factor or multi-factor authentication	Yes, standard (1)
In order to access AWARDS, users need a unique login ID and password. The Password Policy Rules feature in AWARDS enables management to set agency-wide password rules for logins within their database. These rules include password expiration settings, requirements for password changes after having a password reset, password composition requirements, and lockout rules.	

We at Foothold Technology have extended great efforts into making AWARDS one of the most secure electronic health records (EHRs) in the behavioral health world. In fact, when tested across all 18 control groups prescribed by HIPAA and the Federal Department of Health and Human Services, Foothold Technology scored a 100%! We have partnered with GreyCastle Security, a leading service provider dedicated exclusively to cybersecurity and the practical management of cybersecurity risks. We hired GreyCastle to assess our processes and scrutinize our system controls to make sure our system can't be compromised. Since achieving 100% on our most recent incremental HIPAA Risk Assessment, Foothold Technology has embarked on a broader security program to enrich and deepen our policies, standards, procedures, plans, and configurations, against the National Institute of Standards and Technology (NIST 800-53 Rev. 4).

2. PII is encrypted for storage and cannot be browsed in database tables	Yes, standard (2)
Data is encrypted both at rest and during transmission. We encrypt data when we copy files from system to system whether we're backing up databases or checking out code.	
3. HMIS Lead can assign user roles (e.g., system administrator, data entry, reports only) that define permissions and access to information	Yes, standard (1)
Because provider organizations are comprised of people with different responsibilities and roles, AWARDS ensures no one has access to information they shouldn't see. AWARDS is a permissions-based application, which means users are assigned data entry access and program and chart record access based on your agency's policies. This is one of the many features of our software that we will configure to fit your specific organizational structure and business rules. In addition, AWARDS is set up with several default user groups to which program and chart access permissions can be assigned.	
4. Data-sharing configuration allows HMIS Lead to create project groups and field-level control of sharing	Yes, standard (1)
Yes. See note for #3 above.	
5. Client data-sharing is restricted for clients who decline to consent	Yes, standard (1)
Yes. Release of information from AWARDS to another system or person is by signed consent.	
6. HMIS Lead can create/activate/deactivate users, define and edit project associations and associated user roles for each, and update contact/other information	Yes, standard (1)
Yes. Your Implementation Consultant will guide you in the process of setting up and modifying system user accounts.	

7. Audit logs keep a history of changes made to records (describe user/HMIS Lead access to data)	Yes, standard (1)
Yes. The AWARDS Audit Trail, a permissions-based feature, is used to monitor staff activity in AWARDS through the viewing of read-only audit reports. These reports can be used to evaluate when certain data entry or report viewing tasks were performed over a specified period of time, for which clients (when applicable), and by which workers. They include client-related actions (e.g. completed intakes and discharges, progress notes data entry and viewing, etc.), as well as those not linked to a specific client, such as staff log in/log out times, password and permission changes and report viewing.	
8. All contact with client, project, and system data in both the user interface and via database tables is logged (describe HMIS Lead access to logs)	Yes, standard (1)
Yes. See answer about the Audit Trail for Question 7 above.	
9. Passwords have complexity / length requirements and must be reset regularly	Yes, standard (1)
The Password Policy Rules feature in AWARDS enables your management to set agency-wide password rules for logins within their database. These rules include password expiration settings, requirements for password changes after having a password reset, password composition requirements, and lockout rules.	
10. Users can reset their own passwords	Yes, standard (1)
All users can change their own password. Supervisors can change the passwords of their supervisees as well as of the users their supervisees supervise, and members of the Continuum Staff, Executive Officer and System Administrator user groups can change the password for anyone.	
11. HMIS Lead can track training dates for individual users in HMIS and receives alerts and/or can generate a report of users requiring recertification	Yes, standard (1)
Yes. The HMIS Lead can track training dates (and other staff information) using the AWARDS HMIS Human Resources module. The Human Resources module can track much more than just the basic staff/user information needed to create a user profile in the HMIS; it offers the ability to track things like agency affiliation, work schedule, credentialing information, contact information, job role histories and much more.	

12. Users are automatically logged out after a period of inactivity	Yes, standard (1)
As part of its security functionality, the AWARDS system will "time out" a user after a set period of inactivity, causing him or her to "re-authenticate" (sign on to the application again). Your agency sets or changes the amount of time the system stays inactive before timing out the user.	
13. User access to records is limited by project associations	Yes, standard (1)
Yes. Please see our answer to Question 3 above.	
14. Users are required to log in to a project and the ability to add/edit/delete records is limited to active project	Yes, standard (1)
In order to access AWARDS, users need their own username and password. Access to projects is set by permissions, described in our answer to Question 3 above.	
15. User ability to run reports is limited by project associations	Yes, standard (1)
Access is limited to the permissions set for each user. Please see our answer to Question 3 above.	

3.6 Data Collection (7 points)

1. Vendor-configured collection of all standard HMIS data elements as defined in the HMIS Data Dictionary	Yes, standard (1)
All current HMIS data standards are built into the AWARDS system. AWARDS also has all of the standard reports and forms required by HUD built directly into the system, including the CoC APR, ESG CAPER, PATH ARS, System Performance Measures, and the LSA, plus several reports that haven't been required, such as the Point In Time Report and HMIS Grantee APR.	
2. HMIS Lead can create custom forms and fields on standard and custom forms system wide or for individual projects	Yes, standard (2)
HMIS Leads (or any other designated individuals) have the ability to create customized forms and assessments using our FormBuilder tool. With FormBuilder, users can quickly and easily build forms and assessment instruments, and create reports based on the fields in those forms for easy access to information. Users can enter form data directly in the application and they can print blank versions of forms. Our FormBuilder tool is included with AWARDS HMIS at no additional cost. Additionally, throughout the AWARDS system there are various configurable drop-down menus for service categories such as Incidents, Entitlements, Eligibility, Discharge, Medical, etc.	

3. Software includes scan card or similar functionality for bed nights, services, etc.	Yes, standard (2)
The AWARDS Card Swiping Upload feature is an optional database enhancement that enables users to take data from a third-party card swipe system, export it to a .txt file, and upload it to AWARDS. This data can be:	
<ul style="list-style-type: none"> • Day program reception desk • Day program activity attendance • Employee timesheets 	
Once uploaded, data is imported to AWARDS so that it can be viewed and worked with in the AWARDS database as needed.	

3.7 Usability / Other Features (6 points)

1. Software includes a client messaging feature, i.e., users can enter messages/notes that can be passed on to the client by the next user to see the client	Yes, standard (1)
Yes. The Client Alerts feature enables users in specified user groups to record and maintain client alerts information, which can then be viewed by all staff from within Client Search results. Upon request, a client alerts flag can also be added to the face sheet, with a corresponding Demographics ReportBuilder data variable.	
2. Software includes a user messaging feature, i.e., HMIS Lead can enter messages/notifications to users that will be displayed at the next login	
The AWARDS HMIS Messages module is an internal messaging system used to send and receive internal messages to and from other AWARDS HMIS users, as well as to view system-generated messages regarding events, changes to important information (including chart records), and more.	Yes, standard (1)

Additionally, the AWARDS FootholdConnect feature, located in the Home screen's left-hand menu bar, enables users with the proper authority to post agency-wide announcements. Once posted, users with access to the FootholdConnect feature can view those agency announcements, as well as any announcements posted by Foothold Technology (for example, those regarding new feature deployments).

3. Users can upload photos, scans, and other documents to a client record	Yes, standard (1)
Scanned documents and images can be uploaded to AWARDS HMIS electronically. AWARDS HMIS has two "filing cabinet" features for attaching documents - the Client File Cabinet, and the Agency File Cabinet. The Client File Cabinet feature enables users to upload attachments to the Client File Cabinet section of a client's face sheet. Uploaded documents are viewable and editable by all users with permission to access the face sheet to which they have been attached. Since agencies often refer to its clients in a different way, the terminology in AWARDS HMIS can be adjusted accordingly (i.e. Resident File Cabinet). The Agency File Cabinet enables users to upload attachments to the AWARDS HMIS Home page and to the first page displayed upon entering each AWARDS HMIS module. Attached documents are viewable by all users of your AWARDS HMIS database, however adding and editing the attachments is restricted to those with permission to do so. Accepted file types for both file cabinets are DOC, DOCX, XLS, PDF, JPG, ZIP, and BMP.	
4. Bed and unit availability is tracked in real time using a combination of project inventory and enrollment data; information is available to relevant users	Yes, standard (1)
<p>There are a couple of reports that allow you to track real-time occupancy and availability of beds and units. The Housing Report shows real-time occupancy for each bed/unit including when client's move to particular beds. The report can be sorted by client or by bed/unit, and also shows which units are vacant. The report can be run for any date range, or for today's date to show current occupancies.</p> <p>The Housing module Vacancy Report feature is used to monitor residential project vacancies through the viewing of read-only vacancy reports. This report displays the address of each vacant unit and the number of days vacant as of today's date. A row of summary information is provided at the bottom of the report, including the total number of available beds, the total number of vacant/unoccupied units as of today, and the percent unoccupied.</p>	
5. Client records include a summary report (separate from shared enrollment data) of clients' history of outreach contacts, shelter stays, and other residential project enrollments relevant to past and current homeless status	Yes, standard (2)
Summaries can be viewed using the consumer's face sheet and the Consumer History Report. For a comprehensive view of a consumer's program enrollment history, the Consumer History Report provides detailed accountings of a selected consumer's history within the agency over a specified date range, along with clickable links to read-only service documentation that has been completed. The	

Consumer History Report can be sorted by date, event type, event details, and/or program. Electronically signed documents are indicated on the Consumer History Report.

3.8 Data Quality Tools (14 points)

1. HMIS Lead can set data collection for standard and custom fields to mandatory or optional	Yes, standard (1)
Many data fields are standard, many are configurable, and there are options to include FormBuilders for any additional data desired. Additionally, our Configure Data Elements module allows system administrators to decide which data elements are shown or hidden and which elements are required. Configurations can be set on a project-level basis, or for specific types of Federal Funding Sources or Project Types.	
2. HMIS Lead can create validation/regular expressions for standard and custom fields and configure error messages for display	Yes, standard (1)
AWARDS has built-in logic checks to flag inconsistent or incomplete data at the time of entry, providing error messages pointing to the data that needs to be corrected. Some error messages are also configurable.	
3. Software requires database search prior to creation of a client record and has other prevention measures for duplicate client records	Yes, standard (1)
The Client Search feature, located on the navigation bar at the top of every page, is a useful tool for locating information across AWARDS HMIS modules regarding specific agency clients. Client searches are quickly and easily performed based on client name, social security number, date of birth, client ID, or other identifying information. Client Search results also provide users with access to Client History Reports - detailed accountings of a selected client's history within the agency over a specified date range.	
AWARDS HMIS is responsive to the fact that a single client may come and go from a program multiple times, or be admitted to multiple programs simultaneously or over time. As a result, AWARDS HMIS is designed to recognize and combine multiple records for the same client under a single client ID. Periodically though, data entry errors may result in the same client being recorded under more than one client ID in AWARDS (for example, if the client is entered in the system more than once with various name spellings or name order, birthdates, and/or social security numbers). Even if those records are later made consistent, the separate client IDs will remain intact unless some manual record cleanup is completed. The Merge Duplicate Client Records functionality in AWARDS HMIS is designed to allow for easy completion of that cleanup, bringing multiple client records under the single existing ID of your choosing. Merge Duplicate Client Records is advanced functionality intended for use by select individuals within each agency. As a result, Foothold Technology grants access to this feature to users upon request only.	

4. Software prevents creation of overlapping enrollments in the same project for the same client	Yes, standard (1)
As noted above in our answer to Question 3, the Client Search feature brings up a client's status, allowing a user to see where the client is enrolled, along with other important and identifying information. Additionally, AWARDs HMIS has built-in logic checks to prevent a client from being enrolled in the same program with overlapping dates. We also prevent a client from being dually enrolled in two residential projects at the same time.	
5. Software enforces the requirement for one and only one head of household per enrollment	Yes, standard (2)
Yes. Households are only allowed to have one primary household member assigned. If that primary member, the "head of household", is removed, or their role is changed, they need to be removed as the primary and then a new primary head of household needs to be assigned.	
6. Users see reminders of missing/don't know/refused responses for active clients at login	Yes, standard (1)
With AWARDs HMIS, data quality reports can be run at any instant showing missing/don't know/refused responses for active clients. While the system doesn't alert with reminders, the information is available instantaneously.	
7. HMIS Lead has access to reports and/or receives alerts about potential duplicate client records	Yes, standard (2)
We do have a saved report format in the HMIS ReportBuilder that highlights potential duplicates. Otherwise, a search can be completed based on client name, social security number, and/or division (when applicable) prior to reviewing merge candidates. The search can be made as generic as you'd like (using single letters in the name fields and/or single digits in the SSN field, for example), but if more than 500 matches are found you will be directed to narrow your search. As a result, unless your list of current and past clients is small, you will not be able to see all possible merge candidates at once - something that can only be done by leaving all search criteria blank on the Merge Client Records Settings page.	
8. HMIS Lead can merge duplicate client records	Yes, standard (1)
Merge Duplicate Client Records is advanced functionality intended for use by select individuals within each agency. As a result, Foothold Technology grants access to this feature to users upon request only.	

9. Users and HMIS Lead have access to data quality reports that identify missing/don't know/refused responses on HMIS fields for all records in a given date range	Yes, standard (1)
Yes. Users and HMIS Leads have easy access to data quality reports can be run at any instant showing missing/don't know/refused response.	
10 Software prevents and/or has tools to identify logically inconsistent data (pregnant males, income sources identified for clients with no income, entry date after current date, etc.)	Yes, standard (1)
Yes. AWARDS has built-in logic checks to flag inconsistent or incomplete data at the time of entry, providing error messages pointing to the data that needs to be corrected. These logic checks are configured according to HMIS data standards.	
11. Software alerts users to upcoming annual assessment deadlines for active clients	Yes, standard (1)
Audit messages are available that cover a variety of system alerts. The "HMIS Annual Update Reminder" audit message will notify users when an annual assessment is due for a client. The "HMIS Youth Aging Into Adulthood" audit message will notify users when a client has turned 18 so that the adult questions required on the APR may be answered. An additional "Charting Timetable Reminder" audit message can be set up to remind users on a variety of customizable charting events including ROI expiration dates, annual medical and dental exams, assessments, and custom assessments created using our FormBuilder tool. ROI expiration dates and annual assessment dates are also available on our HMIS ReportBuilder.	
The AWARDS Calendar provides users with a comprehensive scheduling system for staff, client, program, and provider appointments and charting events that are linked with other parts of the application. Appointments and charting events are added to the worker's AWARDS calendar and reminders are sent to workers and their supervisors, via the internal messaging system, for upcoming and overdue chart events. Users have a wide variety of viewing and data entry options that will help them meet their individual scheduling needs at any given time. The Calendar module is available to all AWARDS users with employee logins.	
The Charting Timetable feature is used to enter, update, and delete charting timetable records for client chart events as necessary, including annual medical and dental exams, physician's authorization for restorative services, psychosocial assessments, utilization review and many others. Agencies can add their own customized forms, created with FormBuilder, to the Charting Timetable. Users can view read-only charting timetable records and reminders are sent to workers and their supervisors, via the internal messaging system, for upcoming and overdue charting events.	

12. Auto-exit functionality for night-by-night shelters and street outreach projects after x time with no bed night or contact	Yes, standard (1)
Auto discharge functionality is available in several different formats. Nightly Emergency Shelter projects can be set up to discharge clients every night, with an additional simple interface available for re-admitted clients the next day by checking off their name.	
Other projects can be set up to discharge clients based on any custom criteria you set. The most common auto-discharge criteria is discharging clients who have had no contact in X days. This is a necessary component of PATH projects and has been proven very useful in a variety of services and outreach projects. Projects can be set up to discharge clients on the date of their last contact or nightly using today's date.	

3.9 Coordinated Entry (8 points)

1. Support for all current versions of VI-SPDAT	Yes, standard (1)
AWARDS HMIS supports all current versions of the VI-SPDAT. In fact, many pre-built assessments are available from within our Shared Forms Library, including the VI-SPDAT v1 and v2, VI-SPDAT for Families, the Youth SPDAT, and the TAY VI-SPDAT.	
2. Support for a transactional history of VI-SPDAT assessments	Yes, standard (1)
Yes. Transactional history of VI-SPAT assessments is supported, and can also be supported using our ReportBuilder functionality and by-name lists and prioritization waiting lists.	
3. VI-SPDAT assessments and scores are an integral part of a client record accessible in any login context to all users with permission to view a given client record	Yes, standard (2)
Yes. System Administrators can control all aspects of the coordinated entry system, from which users have access, which programs clients can be referred into, which assessments are completed, who can see the scores, and even what data elements are collected at each stage of the referral process.	
4. Integrated real-time housing inventory and referral system	Yes, standard (1)
Yes. AWARDS HMIS includes a bed registry report that shows all residential projects and their vacancies.	

5. Tracking and user alerts for status changes, no-shows, etc.	Other (explain)
Users can quickly and easily switch to report mode on any page to check the status of a client at any time.	
6. Includes a prioritization tool that allows prioritization of individual clients in each eligible category (youth, individual, family) and incorporates data from other enrollments (status changes) and custom fields	Yes, standard (1)
The HMIS ReportBuilder allows users to create a variety of prioritized lists and reports. Everything from a simple by-name list of outreach clients, to a complicated weighted list based on assessment scores and eligibility criteria can be created using custom filter options.	
7. Other Coordinated Entry features / functionality	
AWARDS HMIS has been configured to meet a wide variety of Coordinated Entry Systems (CES) right out of the box. We have functionality for single point-of-entry systems and call centers as well as functionality that works with open-ended systems using a No Wrong Door approach. Each Continuum of Care can build their own customized Prioritization Lists and set criteria for entry as well as custom ranking based on assessment scores or any number of other criteria. Our FormBuilder library contains many of the most commonly used CES Screening and Assessment forms including various versions of the VI-SPDAT and Self-Sufficiency Matrix already built. Our FormBuilder tool also provides the ability to simply and easily design and build custom assessments. AWARDS HMIS allows data sharing across systems at no additional cost with free HUD CSV imports and exports on-demand, and even the ability to share assessment forms and additional services data so that you can measure the impact your Coordinated Entry System is having on the clients in your Continuum.	

3.10 Reporting (19 points)

1. CoC Annual Performance Report	Yes, standard (1)
2. ESG CAPER	Yes, standard (1)
3. HUD Longitudinal System Analysis (LSA)	Yes, standard (1)
4. HUD System Performance Measures	Yes, standard (1)
5. PATH Annual Report	Yes, standard (1)

6. HMIS CSV Export / VA Repository generated by regular user	Yes, standard (1)
7. HMIS CSV Export / RHY Repository generated by regular user	Yes, standard (1)
8. All federal reports pull data from HMIS data elements consistent with published specifications and are updated on schedule	Yes, standard (1)
Regarding the dates of the most recent uploads/submissions of the above-mentioned reports, these reports are uploaded/submitted on a constant basis by our clients all across the nation. Foothold Technology does not submit these reports.	
9. HUD Housing Inventory Count (or similar) report	Yes, standard (1)
AWARDS HMIS offers housing inventory reports and a ReportBuilder that shows bed inventory, as well as a HIC CSV export.	
10. HUD Point-In-Time Count (or similar) report	Yes, standard (1)
Yes. AWARDS HMIS includes this report.	
11. HMIS Lead can develop custom reports based on standard and custom fields and assign them to projects	Yes, standard (1)
We have ad hoc reporting available in every module of the system with our ReportBuilder functionality. We currently have over 70 ReportBuilders, including an advanced HMIS ReportBuilder that contains all of the HMIS data elements. Users pick the date range, the programs to report on, and all the data elements they wish to include in the report. The report can include duplicated and unduplicated counts, filters can be added for any data elements, and advanced filter options are available to aid in even the most complicated query. Reports can include both individual details and aggregate results, and allow for customized sorting and grouping. Footer and header options are available, including options to calculate values such as sums, averages, and distinct value counts.	
12. Reporting includes drill-down/detailed view of included clients and links to client records	Yes, standard (2)
Each of our canned reports includes an Individual Details option to aid in troubleshooting the reports. The Individual Details show how clients were counted in the report, and the details can be exported into Excel for further analysis. Many of the reports, including the HMIS Data Quality Report, and the CoC APR, include clickable links, showing which clients are counted.	

13. Report results are exportable to Word/Excel/CSV/other	Yes, standard (1)
All ReportBuilders have advanced ExportBuilder functionality that allows users to generate different types of export files such as CSV, TXT, XLS, or XML. These files can be saved to a local computer and uploaded into a separate data collection system.	
14. Users can schedule automated report generation with emailed results	Other (explain)
Users are able to save their own report templates, and Executive Officers and System Administrators can save reports to be used by staff across multiple programs, so users can quickly and easily run the reports in the future. Additionally, users can send completed reports to their Messages inbox, allowing them to continue working in AWARDS HMIS as longer reports complete, and retain the report results for reference at a later time without having to re-run the report.	
15. HMIS Lead can assign canned reports to any project that collects the data required to produce them, regardless of funding source or project type	Yes, standard (1)
Yes. By using our ReportBuilders, you can set up canned reports for any project.	
16. Reporting includes configurable parameters so that results may be filtered by standard (e.g., Veteran Status) or custom fields	Yes, standard (1)
Reports can include both individual details and aggregate results, and allow for customized sorting and grouping. Footer and header options are available, including options to calculate values such as sums, averages, and distinct value counts.	
17. For projects with multiple funding sources, enrollments / services / bed nights can be associated with one or more specific grants; report output can be filtered by grant and aggregated across multiple projects with the same grant ID	Yes, standard (1)
Yes. AWARDS HMIS supports this requirement.	
18. Advanced analytics tools that allow for the inclusion of external data are available	Other (explain)
All ReportBuilders have advanced ExportBuilder functionality that allows users to generate different types of export files such as CSV, TXT, XLS, or XML. These files can be saved to a local computer and uploaded into a separate data collection system. For advanced reporting, we have designed a DataBridge tool that allows designated users to query the entire database at once. Because there are over 5,000 data fields and several hundred tables in AWARDS, this particular feature does require a	

higher-level of experience in working with databases. Our DataBridge is compatible with Microsoft Access, Crystal Reports, and any report generator that accepts a CSV or XML file.

Foothold also partners with best-in-the-industry vendors who offer sophisticated technical integrations that enhance an AWARDS user's experience. One such recent partnership is with Sisense, a business intelligence and analytics tool. With our integration with Sisense, agencies can analyze complex data to help improve efficiency, measure progress, and report on outcomes. The tool allows users to access or create data-driven dashboards to help your organization make data-driven decisions. This will help your organization stay relevant and demonstrate value in this changing environment.

3.11 Data Integration, Exchange, and Access (11 points)

1. All HMIS data elements exportable to current HMIS CSV in a single dataset including multiple projects/project types/funders	Yes, standard (1)
Not only does the AWARDS HMIS system comply with CSV imports and exports at no additional cost to the user, but we provide tools for importing and exporting data beyond the CSV standards.	
2. All HMIS data elements exportable to current HMIS XML in a single dataset including multiple projects/project types/funders	Yes, standard (1)
In addition to supporting the HUD CSV import and export, we also allow users to build their own custom export files in CSV, XML, or tab-delimited format using our ExportBuilder functionality.	
3. HMIS Lead can import all HMIS data elements from a standard HMIS (CSV and/or XML) dataset including multiple projects/project types/funders	Yes, standard (1)
Agencies can put their data in the CSV file format and import it into AWARDS HMIS. Users can specify the date range and format (Full or HIC are supported, along with our own version called Full+) that they would like to use, and the programs that they would like to upload. Uploads are queued so that users can batch export and import from many programs at once. Users are then notified of the success or failure of their import either on-screen or via our secure messaging system. AWARDS HMIS contains a thorough validation process that ensures all of the data being imported matches the HUD CSV specifications. If issues are found, the validation report explains exactly what is wrong, including which file, row, and column to examine and what the issue is that needs to be addressed. Users that need further assistance are directed to our Online Help instructions, which explain all of the common validation errors, or they may reach out to the Foothold Help Desk for personalized assistance.	

4. HMIS Lead can configure a custom export of HMIS and other data	Yes, standard (2)
Yes. The HMIS Lead can either use the CSV export on custom groups, or build their own export own using ExportBuilders.	
5. HMIS Lead can map and import HMIS and other data not in standard HMIS CSV/XML format	No (0)
Mapping would need to occur outside of AWARDS. We also offer several optional ImportTool templates which enable users to take data collected outside of AWARDS, place it into an accepted file format, validate it, and import it to AWARDS.	
6. HMIS Lead has direct database access to real-time or near real-time HMIS data for reporting and data analysis purposes (live or reporting copy)	Yes, standard (2)
Yes. Our data is available in real-time.	
7. The system can integrate legacy photos and other documents and file types	Other (explain)
Photos and files are manually uploaded into the AWARDS HMIS system.	
8. Database relationships and dependencies are fully documented for extraction and reporting purposes	Other (explain)
Because we use HUD's Logic Model, and our HMIS reports use HUD's CSV format on the back end, it is our expectation that the CoC can access and extract any HMIS data needed to satisfy reporting requirements.	

4 Organizational Capacity

4.1 Overview

Describe the organization's experience in providing software, service, and support, particularly as it applies to HMIS. Information of particular interest includes:

- **Customer base in general (number of customers/number of years) and the relative portion of business related to HMIS;**
- **Business model (i.e., non-profit, for profit, governmental entity, etc.);**
- **Organizational structure and staffing;**
- **Fiscal capacity to complete work; and**
- **Any designation as a small business and/or minority-, veteran-, or women-owned business.**

Background and Organizational Structure

Foothold Technology is a New York City-based software company that has been providing electronic health record (EHR) software for human service providers for more than 18 years. Our proven “commercial off-the-shelf” HMIS software application, called AWARDS HMIS, is delivered as Software as a Service (SaaS), which is as secure as online banking and 100% HIPAA compliant.

You will find our software to be intuitive, flexible, and able to serve the needs of the case manager or line staff worker as well as the executive director, CoC leads, and administrative team. It provides for configurable data elements, and customized local reporting is available with any of our 60+ ReportBuilders, including our HMIS ReportBuilder. AWARDS HMIS meets all Federal, State, and Local privacy act regulations. It also meets compliance and reporting requirements for HUD HMIS, CoC programs, ESG, PATH, SSVF, and more. AWARDS HMIS tracks and manages data related to the full continuum of homeless services, from outreach and emergency shelter, to case management, referrals, and supportive housing.

Features of our AWARDS HMIS software include:

- System Performance Measures, CoC APR, ESG CAPER, PATH ARS, LSA, Point In Time (PIT) reports
- Support for Federal partner agency reports including PATH ARS
- Custom built reports through ReportBuilder
- VI-SPDAT and other custom assessments
- Data migration and integration capabilities, including one-button HMIS data import/export feature

- HUD CSV imports and exports
- Tools for Coordinated Entry Systems (waiting lists, central intake, and service referral tracking)
- Occupancy, vacancy, utilization reports, and bed/unit registry
- Comprehensive service planning and provision for individuals and families
- Unduplicated client demographics
- The highest level of data protection and client record confidentiality

Customer Base

Foothold has been one of the leading HMIS vendors for many years. We've been helping homeless service providers, mental health service providers, and other non-profit agencies (both public and private) for over 18 years. Foothold Technology has successfully worked with HMIS agencies of all shapes and sizes; we work with single CoCs as well as several statewide CoCs. AWARDS HMIS is presently in use at over 50 HUD Continua of Care around the country, including Mississippi, New Jersey, and New York (the largest CoC in the country), and Puerto Rico. For a complete list of our clients, including our HMIS clients, visit our corporate website at

<http://footholdtechnology.com/clients-partners/clients>.

In the overwhelming majority of HMIS "vendor" relationships with communities, the HMIS vendor is seen as just that, a software provider. At Foothold, we find that working with communities as "partners", and not simply as a supplier of software, plays to our strengths and enables us to bring a vast knowledge of HMIS administration, Continuum of Care leadership, project operations, and local policy and planning into play to support our implementing customers.

Industry Specialists

Things are constantly in motion with new data standards coming out every year, changes in government, and new research on the best practices for addressing the needs of the homeless and finding better and more efficient ways to end homelessness throughout the country. Because of this, we make it a top priority to stay in touch with thought leaders and policy makers so we can always stay ahead of the curve on these issues.

One of our HMIS Specialists, Kelly Pickell, was on the team that developed the HMIS Data Glossary, as well as on the team that developed the RHY CSV data exchange standards. Additionally, our lead HMIS staff member, Paul Rossi, serves on the board of directors for the National Human Services Data Consortium (NHSDC). We have participated in all of the NHSDC and NAEH conferences, and our HMIS staff has led sessions at several of these conferences. We participate in regional conferences, and regional meetings including the Mid-Atlantic Regional HMIS and Northeast Regional HMIS meetings.

We are very much connected to everything that is happening in the world of HMIS and HUD. We also stay connected with the Federal Partner agencies including the VA, RHY, HOPWA, and PATH and we've had successful implementations from these programs for many years. The AWARDS HMIS software is updated at least monthly to ensure that we're always up to date with the ever-changing requirements from HUD and the Federal Partners.

4.2 Respondent Leadership Team

Please list members of Respondent executive/senior management teams. Include brief descriptions of each member's role in the organization and relevant experience. Particularly for large organizations, it is not necessary to list every executive/senior manager, but the information should be sufficient to assess the organization's capacity and institutional experience/knowledge and capacity to provide HMIS software and services. Experience with software/database development, customer service, and HMIS is of particular interest.

Marlowe Greenberg	
Founder, Chief Executive Officer	2000
Marlowe has worked with nonprofit organizations and local governments as a consultant and educator, and is keenly aware of the philosophical and change-management issues that occur with the integration of new technology. He shapes many of the partnerships that help Foothold serve its client agencies.	
Marlowe was previously a partner in the Flores Greenberg Consulting Group, where he directed projects for organizations such as Cisco Systems, Inc., the National Board for Professional Teaching Standards, and the City of Detroit. He also taught Microeconomics and Education Policy as well as a project-based class for graduate students at the University Of Michigan Ford School Of Public Policy. Prior to that, Marlowe worked at the Democratic Leadership Council's think tank and Jobs for the Future in Boston, MA.	
Marlowe graduated from Vassar College with honors. He holds a BA in Sociology, and completed coursework in Philosophy. He received his Masters of Public Policy degree from the University of Michigan. He is a member of the Association of Public Policy Analysis & Management as well as the American Political Science Association. Marlowe is also an adjunct professor at the Milano School of Business at the New School University in New York City. Marlowe has published several articles about the use of web-based technologies in nonprofit organizations.	
Nick Scharlatt	
Founder, Chief Marketing Officer	2000
Nick is involved with Foothold Technology's client relationships as well as sales and marketing. In addition to working with agencies, he works with nonprofit membership associations and local and national governments. Agencies should benefit from the	

experience of other agencies and keep up to date with the most recent government mandates. He helps this important information reach all stations in the Foothold universe. Nick came to Foothold Technology after several years in the private sector, working in sports media and business. Formerly a Director of Sales and Marketing at The Sporting News magazine, he spent time at ESPN Classic, Major League Baseball and CBS Sports during the Albertville Olympics; he has also worked as a sous chef at the Boonville Hotel in Northern California.

Nick graduated from Vassar College with a BA in English. He is an advisor to GrowNYC, which runs and supports environmental programs throughout NYC, such as school gardens, farmers markets and recycling programs.

Paul Rossi

Director of Client Services	2001
-----------------------------	------

As Foothold Technology's Director of Client Services, Paul oversees a diverse team of Senior Project Managers, Implementation Consultants, Billing and HMIS Specialists supporting clients in process development, implementation planning, database administration and training. Prior to joining Foothold Technology as their Philadelphia based Director of Homeless Information Services in 2001, Paul spent more than ten years in Los Angeles providing direct client services to the homeless and those living with HIV/AIDS as well as serving as the Director of Programs for the Los Angeles Homeless Services Authority.

From his experiences in both the public and private sectors, Paul brings a unique perspective to the nonprofit/social service arena and a keen interest in improving the efficiency of social service delivery. Using his technical expertise, program management and client service experiences, Paul helped to develop the HMIS version of AWARDS.

In 2014, Paul was named to the Board of the National Human Services Data Consortium (NHSDC), an organization focused on developing effective leadership for the best use of information technology to manage human services.

Paul is a graduate of the University of Miami.

Kelly Pickell

HMIS Senior Project Manager	2011
-----------------------------	------

Kelly has worked in the nonprofit sector for over almost two decades, starting as the database administrator at a local emergency shelter where he helped to implement AWARDS as their HMIS database. Prior to joining Foothold Technology, Kelly served as the System Administrator and Data Quality Trainer for the Indiana Balance of State Homeless Management Information System (HMIS) where he increased HMIS participation and implemented important data quality measures using AWARDS to help improve the quality of homeless reporting in Indiana.

Kelly serves on the Client Services team at Foothold Technology as one of the HMIS Senior Project Managers. Kelly assists HMIS agencies in implementing AWARDS, increasing data quality, running reports, understanding regulations from HUD and the federal partner agencies, and answering HMIS-related Help Desk tickets. Kelly is a graduate of Anderson University with a BA in Computer Science.

4.3 Respondent Staff

Please list roles of Respondent customer service, support, technical, and any other staff who would be involved in any tasks related to implementation and/or ongoing operations for HMIS.

For any role that would be filled by persons already on staff or under contract, create a separate record for each person, provide their names, and briefly describe their relevant experience/skillset.

For any role that would require Respondent to hire or contract with additional staff, explain the staffing source (e.g., new hire, contractor, etc.) and describe the experience/skillset required to fill the role.

Specify whether staff would be involved in implementation, ongoing operations, or both.

Senior Project Manager, Kelly Pickell	
Foothold Technology	Both
Kelly's background and knowledge is particularly valuable to us. He has worked in the nonprofit sector for over almost two decades, starting as the database administrator at a local emergency shelter where he helped to implement AWARDS as their HMIS database. Prior to joining Foothold Technology, Kelly served as the System Administrator and Data Quality Trainer for the Indiana Balance of State Homeless Management Information System (HMIS) where he increased HMIS participation and implemented important data quality measures using AWARDS to help improve the quality of homeless reporting in Indiana. Today, Kelly assists HMIS agencies in implementing AWARDS, increasing data quality, running reports, understanding regulations from HUD and the federal partner agencies, and answering HMIS-related Help Desk tickets.	
Director of Client Services, Paul Rossi	
Foothold Technology	Both
As Foothold Technology's Director of Client Services, Paul oversees a diverse team of Senior Project Managers, Implementation Consultants, Billing and HMIS Specialists supporting clients in process development, implementation planning, database administration and training. Prior to joining Foothold Technology as their Philadelphia based Director of Homeless Information Services in 2001, Paul spent more than ten years in Los Angeles providing direct client services to the homeless and those living with HIV/AIDS as well as serving as the Director of Programs for the Los Angeles Homeless Services Authority. From his experiences in both the public and private sectors, Paul brings a unique perspective to the nonprofit/social service arena and a keen interest in improving the efficiency of social service delivery. Using his technical expertise, program management and client service experiences, Paul helped to develop the HMIS version of AWARDS. In 2014, Paul was named to the Board of the National Human Services Data Consortium (NHSDC), an organization focused on developing effective leadership for the best use of	

information technology to manage human services. He is a graduate of the University of Miami.

Director of Training, Jack Herzberg

Foothold Technology	Both
---------------------	------

Jack brings over 15 years of social service experience to his training work at Foothold. He was a core group member of Stop AIDS Orange County (California) and trained other volunteers to facilitate the program as it expanded. He was Director of AIDS Response Program, a community-based prevention group, and later implemented an HIV education program for substance abuse agencies for the Orange County Healthcare Agency. As a contractor for the California State Office of AIDS, he trained professionals and volunteers to administer HIV pre- and post-test counseling throughout the state, and ran the state-funded HIV test sites for the City of Long Beach Health Department. As a case manager for AIDS Services Foundation Orange County, he worked with multiply-diagnosed clients and later worked as Housing Coordinator, creating several housing programs and training staff at county agencies in the implementation of these services. Jack graduated from the University of California Irvine with a degree in Social Ecology and holds a Master's of Social Work from California State University, Long Beach. He is a member of the American Society for Training & Development and the National Association of Social Workers.

Director of Quality Assurance, Melissa Seymour

Foothold Technology	Both
---------------------	------

In 2015, Melissa celebrated her 15th anniversary with Foothold Technology. In her early days with the company she wore many hats, including developing the AWARDS Online Help system and other documentation resources, staffing the Help Desk, and testing new feature developments. Now, as Director of the Quality Assurance team, she oversees those same areas in order to help ensure that AWARDS users have as positive of an experience with the application as possible. Melissa graduated from the University of Michigan with a BA in political science and communication studies.

The individuals listed above are hands-on directors of their areas of service within Foothold Technology. They manage teams of knowledgeable professionals who may also offer support to your agency. All services will be provided in-house, by full-time Foothold Technology staff, and since the vast majority of Foothold staff have a strong background in human services, they have a depth of experience that helps them manage projects in a way that anticipates the culture and requirements of the agencies they are serving.

Below are the various Foothold Technology staff roles who will provide support during your implementation.

Implementation Consultant

Upon signing a contract with Foothold Technology, you will be assigned an Implementation Consultant (IC), a full-time Foothold employee who will work closely with you to configure your AWARDS HMIS database, and walk you through the early stages of development. Your IC will:

- Introduce you to the functionality of AWARDS HMIS
- Explain your configuration options and set your configurations
- Assist you in developing an implementation rollout plan
- Develop a training plan and schedule
- Help you create an AWARDS HMIS training team at your CoC
- Help you meet your desired milestones

Senior Project Manager

Once you are established, your IC will introduce you to your dedicated Senior Project Manager (SPM) who will remain as your key point of contact for the life of your contract. Your SPM will meet with you frequently, advocate for your needs, and connect you with Help Desk support, or other support professionals as needed. Our support is unlimited, providing ongoing maintenance, upgrades, and assistance for as long as you remain a part of the Foothold Community.

Training

The Foothold Training division is dedicated to instructing new and seasoned clients in their use of AWARDS. Because Foothold believes that even the most sophisticated technology is useless without the knowledge to operate it, the Training division works hard to keep AWARDS users aware of, and trained in, all the ways AWARDS can enhance their agency's operations.

Quality Assurance

Foothold operates a full Quality Assurance team dedicated to assisting clients with AWARDS functionality, and testing new functionality prior to deployment. The Quality Assurance team members operate Foothold Technology's Help Desk, available during business hours, Monday through Friday. When an AWARDS user has a problem or question for which a solution or answer cannot be found in the AWARDS Online Help pages, the user can access the AWARDS Help Desk via the Help Menu located on every AWARDS screen. Quality Assurance team members also ensure that new development is working appropriately prior to being deployed, and they developing the documentation for the system's functionality.

5 Planning and Implementation

5.1 Projected Timeline

Based on Respondent's experience, provide a projected preliminary timeline for implementation with a high-level list of tasks required by either Respondent or the CoC. Task descriptions may be general, e.g., 'data migration' or 'user training.'

For each task, list Respondent and CoC roles involved and an estimated (Respondent tasks) or suggested (CoC tasks) time to completion. If the start of any task is contingent on completion of a previous task, note the relationship between the two tasks.

For any task with an associated cost, ensure that the cost is included in the Summary of Costs.

Our entire company was built with the mission of easing the burden of documentation, and creating a simple and intuitive system to manage workflows. AWARDS continues to be developed in response to the standards and needs of agencies like yours. Our client agencies have the most significant influence on the way we build our project plans. That said, from the start of your contract with Foothold Technology, your Implementation Consultant (IC), and your Senior Project Manager (SPM) will work closely with you to first learn your vision, and then develop a training plan that accommodates your standards and expectations.

For every implementation, we use our custom-made Implementation Work Plan and Schedule document. This document includes a matrix with nearly 200 responsibilities tasked out to the appropriate individuals. This document serves as a guide to cross check every aspect of the transition. Each task is clearly assigned, carrying the project through each milestone of the implementation process.

We have also created a several page project plan that serves as the framework as we plan each implementation, and is customized according to each agency's unique needs. At a high level, the plan includes the following phases:

- Project Initiation
- Configuring your Database
 - Program Information
 - Demographic Information

- Admissions
- Service Documentation
- AWARDS Knowledge Sessions
 - Creating Staff Records & Credentialing Residential Units
 - Using the AWARDS Help Desk
 - Permissions - Setting Up Your Security Access in AWARDS
 - FormBuilder Session
 - Reporting in AWARDS
- Training
 - Training Planning
 - Scheduling Foothold Trainings
 - Training Preparation
- Roll Out Plan

Implementation Project Timeline

Upon signing a contract with Foothold Technology, your Implementation Consultant (IC), a full-time Foothold employee will work closely with you to configure your AWARDS HMIS database and walk with you through the early stages of your development as you become familiar with the system. Once you are established, your IC will introduce you to your dedicated Senior Project Manager (SPM) who will remain as your key point of contact for the life of your contract. Your service team will meet with you frequently, advocate for your needs, and connect you with Help Desk support, or other support professionals as needed. Our support is unlimited, providing ongoing maintenance, upgrades, and assistance for as long as you remain a part of the Foothold Community.

You can expect the implementation process to loosely follow these stages:

Pre-Implementation Tasks - Weeks 1-4: Introduction meeting between the CoC's Implementation Team and Foothold Implementation Consultant; Establish weekly meeting schedule.

Database Configuration - Weeks 1-16: Rollout programs are selected and rollout dates discussed; Program setup; Input staff information records and login creation; Module-by-module configuration; Weekly webinar tutorials of each module.

Operations - Weeks 15-23: Configuration review; Census data entry; iKnow sessions (specialized webinars designed to address database management and skill building); Establish training schedule and agenda and complete pre-training checklists.

Phased Go Live & Ongoing Usage - Weeks 16 - 30: Phased Train-the-Trainer rollout begins and will continue ongoing through the Phased Go Live; Develop and implement an internal training plan and documentation for the CoC. Once staff are trained, they should begin ongoing use of AWARDS HMIS immediately

Transition from Implementation Team to Senior Project Manager Week 24: Begin the transition period from the Foothold IC to the Foothold SPM, who will provide ongoing support as often as needed for the life of the contract.

5.2 CoC/HMIS Lead Roles and Staffing

Based on Respondent experience with other CoCs, please describe the CoC/HMIS Lead roles involved in a successful collaboration with Respondent during implementation and ongoing operation of the HMIS. Assuming appropriate experience and skills, please estimate the level of effort (or FTE equivalent) for each role.

Executive	
At least one	Both
Job/Task Description: An executive who can make cross-program decisions and has the capacity to work closely with the Implementation Consultant throughout the implementation process.	
Experience/Skillset Required: Highest level decision maker.	
Intake Coordinator	
At least one	Both
Job/Task Description: A member who understands how each of the programs operate, and can help guide the configuration process.	
Experience/Skillset Required: Ability to navigate the software	
Clinician	
At least one	Both
Job/Task Description: A member who works in the programs daily, who can understand and anticipate the way the system needs to address the workflows and requirements.	
Experience/Skillset Required: Ability to navigate the software	
Quality Assurance	
At least one	Both
Job/Task Description: Another member who can provide oversight and guide the process to make sure the system is addressing the program requirements adequately and with compliance.	
Experience/Skillset Required: Ability to navigate the software	

CoC Staff Resources Recommended

The number of staff needed to assist with the implementation process varies, depending on the capacity your staff has to dedicate themselves to this process while

also maintaining their full-time roles. We've seen teams of two or three staff members, and we've worked with teams of seven. What is most crucial, is that your agency has a team drawn from the various parts of your collaborative who are vested with the authority to make binding decisions about the implementation of AWARDS, and who have the time and resources to carry out their mission. Your Foothold Implementation Consultant will speak to you at length about the kinds of people who should be involved, but generally speaking, as indicated above, we recommend assembling a team comprised of an executive who can make cross-program decisions or at least who will give the team that authority, an intake coordinator, one or more clinicians who understand the needs of the various program types, and a quality assurance staff member. It is not necessary that all members are computer-savvy or familiar with electronic health record software, but it can make the process easier for them. What is most important is that the team be well organized and committed to the process (i.e. keep track of to-do lists, attend meetings, complete "homework" assignments given by the Foothold IC, etc.). After implementation, we recommend that the same team members stay on as the AWARDS HMIS Maintenance Team, because they will serve as the institutional memory and knowledge bank of the AWARDS HMIS database at your organization.

6 Summary of Costs

6.1 Standard License

Provide an estimate of the annual cost to license Software with standard HMIS data collection and reporting.

Requirement/Deliverable	One Time Cost	Annual Cost
License – Standard	\$35,400	\$141,600

List factors or conditions that may potentially impact the estimated annual cost provided above (e.g., payment schedule, length of initial contract, licensing of additional functionality, purchase of other services) or cause it to fluctuate (e.g., additional users, additional projects, number of client records). Quantify the impact, if possible.

Cost Basis / Factors Affecting Cost of Standard License:

Foothold Technology Pricing Methodology:

Foothold Technology collaborative clients pay a one-time startup fee (equal to 3 months of the monthly fee) and a monthly fee based on the number of agencies and number assigned user names. For your 350 users and 60 agencies, your monthly fee is \$11,800. The one-time startup fee = \$35,400 (3 month's fee). The annual cost = \$141,600.

For each additional agency, the cost increases by \$100/month. Additionally, for every 10 users, the cost increases by \$100/month.

Your Monthly Fee Includes: Hosting in state-of-the-art data facilities | Secure Sockets Layer (SSL) Technology | Unlimited Upgrades | Unlimited log-in locations | Help Desk & Technical Support | Daily Back-ups with off-site storage | Emergency Off-Site Back-up Server | Eight (8) days of training (three (3) standard + five (5) additional days offered for no added cost).

Training: Our standard is to include three (3) days of training with a contract.

We would like to offer you an additional five (5) days of training at no added cost.
We want to ensure that all of your staff members are trained and confident in their use of the AWARDS HMIS system.

Additional Options: Annual Insurance Package @ \$2,000/year | Additional Training @ \$1,000/day | Customization @ \$1,000/10 hours.

6.2 Implementation and Hosting

For each requirement/deliverable below, enter the associated one time and/or annual costs.

- **If included in the standard license cost or the cost of another deliverable/requirement, enter \$0.**
- **If any portion of the cost of a requirement is included in the standard license cost, enter only the portion of the cost that is not included.**
- **If not available from Respondent at all, enter n/a in both cost fields.**
- **For any task/service that could optionally be provided by Respondent or provided by the CoC, check the box in the CoC column and enter the cost if provided by Respondent.**

Requirement/Deliverable	CoC	One Time	Annual
Completed Project Plan		\$0	
Comparable Database (350 users/260 projects)		\$35,400	\$141,600
Configuration – 200 custom fields	<input type="checkbox"/>	\$0*	\$0*
Data Mapping and Migration			
HMIS standard data (7 years)	<input type="checkbox"/>	\$0*	\$0*
500 active/2,000 inactive user records and project associations	<input type="checkbox"/>	\$0	\$0
200 custom fields	<input type="checkbox"/>	\$0*	\$0*
5,000 uploaded client documents/files <i>est.</i>	<input type="checkbox"/>	\$0	\$0
Hosting/Server Management	<input type="checkbox"/>	\$0	\$0

Notes/Factors Affecting Cost of Hosting and Implementation

*For Configuration, and Data Mapping and Migration, we need to have a more detailed conversation prior to being able to provide pricing. We particularly need to understand what is meant by “custom fields” in both sections.

6.3 Cost for Features/Functionality/Services Not Included in Standard License

List any requirement from the Requirements Assessment section that is associated with additional cost.

- **Do not list any requirement that does not incur additional cost.**
- **Do not list any cost more than once unless it could be incurred more than once. If a single feature (e.g., an add-on module) will satisfy multiple requirements, include a general description and reference the requirement numbers. For example: Coordinated Entry Module (requirements 9.1-9.7).**
- **If the listed cost is an estimate subject to significant change, include a brief note to that effect after the description. Example: "Req. 7.3. Upload photos, scans, and other documents to a client record (Estimate – depends on file size / number of uploads)"**

Requirement/Deliverable	CoC	One Time	Annual
(Highlight this row and click the '+' at the lower right to add additional rows.)	<input type="checkbox"/>	N/A	N/A

7 Additional Information

7.1 References

List at least three current customers and at least one former customer. References must include at least one HMIS implementation currently using Software as the designated HMIS.

Exception: The CoC's current vendor is exempt from the requirement to provide a reference from an HMIS implementation and asked to provide references from customers who are not CoC member agencies and who do not operate HMIS-participating projects in the CoC.

References will be asked to answer a standard set of questions about factors pertinent to Respondent's ability to meet the CoC's HMIS needs, including reliability, user experience, communication, and customer service. Please be aware that the CoC may request additional reference if a listed reference is unable or unwilling to answer these questions.

CARES	
Nancy Chiarella, MSW, Executive Director	Current customer
nchiarella@caresny.org	518-489-4130 x105
CARES has been an HMIS client of Foothold Technology since 2004.	
NJHMFA NJHMIS	
Catherine Norris-Brewster, HMIS Project Director	Current customer
CBrewster@njhmfa.gov	609-278-7567
NJHMFA NJHMIS has been an HMIS client of Foothold Technology since 2004.	
Mississippi United to End Homelessness (MUTEH)	
Ledger Parker, Executive Director	Current customer
Lparker@muteh.org	601-960-0557
MUTEH has been an HMIS client of Foothold Technology since 2010.	

Respondent Notes – References

We do not have many former HMIS clients, and also do not keep in regular contact with former clients. In respect of their information, we do not feel comfortable sharing their contact information. However, one of our former clients actually works with us now on our client services team. Another former client who was the lead agency in a multi-provider collaborative is now a current client as an individual agency.

7.2 Conflict of Interest Disclosure (1-2 pp.)

If Respondent has other relationships or obligations that would represent any actual or perceived conflict of interest with respect to Respondent's objectivity, impartiality, ability, and/or willingness to perform work for the CoC under the Terms and Conditions included in the RFP, disclose them here. Include the provisions of any formal Conflict of Interest policy.

Foothold Technology does not have any actual or perceived conflicts of interest regarding this business opportunity.

7.3 Confidentiality Policies and Procedures (1-2 pp.)

If Respondent staff have any access to client-level data, describe policies and procedures related to confidentiality, including vetting and/or background checks, training, oversight, and responses to and customer notification of breach. Include the user roles/titles of persons granted access and include the text of agreements signed by staff, if any. If this is not applicable, explain why.

As information migrates from paper files into electronic systems, we must be extra vigilant to maintain an infrastructure that keeps protected health information (PHI) safe. We at Foothold Technology have extended great efforts into making AWARDS HMIS one of the most secure electronic health records (EHRs) in the behavioral health world. In fact, when tested across all 18 control groups prescribed by HIPAA and the Federal Department of Health and Human Services, Foothold Technology scored a 100%. We have partnered with GreyCastle Security, a leading service provider dedicated exclusively to cybersecurity and the practical management of cybersecurity risks. We hired GreyCastle to assess our processes and scrutinize our system controls to make sure our system can't be compromised. Since achieving 100% on our most recent incremental HIPAA Risk Assessment, Foothold Technology has embarked on a broader security program to enrich and deepen our policies, standards, procedures, plans, and configurations, against the National Institute of Standards and Technology (NIST 800-53 Rev. 4).

We never want to lose sight of our significant responsibility to protect the information in our care. As we keep data security a priority and continue our work to strengthen our processes, we are confident that we will be equipped to defend our system against the rapidly evolving threats that are so prevalent in our industry. Below are some of the policies that guide our practices:

- All of Foothold's workforce are responsible for appropriately protecting ePHI contained on Foothold's information systems. Specific security management responsibilities vary based on which component of the workforce an individual belongs to; however, all workforce members who work with ePHI are responsible for ensuring the data, network, and/or information system's confidentiality, integrity, and availability.
- All Foothold workforce members must understand, be aware of, and comply with all applicable Foothold security policies and procedures. Sanctions for failure to meet this requirement can include, but are not limited to: suspension, required retraining, letter of reprimand, or termination.

- During the hiring process the background of all Foothold Technology workforce members is verified, including but not limited to: character references, confirmation of educational and professional qualifications, professional license validation, and background check. The extent and type of screening is based on Foothold's risk analysis process and defined security responsibilities and supervision for the position in question. When hired all workforce members who will be accessing ePHI must sign a confidentiality agreement as well as a "conditions of employment" document affirming their responsibility for protecting Foothold's ePHI systems and processes.
- Access to Foothold information systems containing ePHI is only granted to workforce members who have been properly authorized and trained, and who have a legitimate need for that information in order to fulfill their job responsibilities. Which access is required by which groups of staff and/or individuals and for which purposes will be defined, documented, regularly reviewed, and revised as necessary. All access to ePHI will be tracked and logged.
- Foothold conducts and documents formal evaluations of its security controls and processes on a regular basis. These evaluations happen on an annual basis as well as in the event of significant environmental or operational changes impacting its ePHI.
- Foothold Technology has a formal, documented process for terminating access to ePHI when a workforce member's employment ends. All information system privileges will be revoked prior to departure. Relevant physical security access codes will be deactivated or changed at the time of an employee's departure, and all files on his/her computer will be reviewed by their immediate supervisor. 60 days of information system inactivity will also result in revocation of privileges.
- Workforce members must take reasonable measures to prevent access to and/or viewing of ePHI on their workstations by unauthorized persons. Each workstation used to access ePHI is locked with a unique username and password, located in a place that minimizes the risk of unauthorized access, and positioned so that the display is not viewable to those without access. When a workforce member steps away from his/her workstation, locking of that workstation must be activated and/or they must log off from that workstation. Extra precautions are taken in the case of portable workstations such as laptops.

All Foothold Technology workforce members who have access to the company's information systems must understand how to protect the confidentiality, integrity, and availability of those systems. Accordingly, new staff receive, and acknowledge receipt of, security awareness training before being given access to Foothold Technology's information systems. Existing staff must also receive, and acknowledge receipt of, periodic training sufficient to enable them to appropriately protect Foothold's information systems on an ongoing basis.

7.4 Third Parties

If any task, feature, or functionality requires the involvement of a third party, provide contact information, briefly describe the services provided, and identify the associated requirement(s). Provide a sample service agreement or contract (screenshot/scan/other) below. If costs are not defined in the agreement, include them in the description.

Name of the organization or business.	
Name.	Email
Click or tap here to enter text.	

N/A. All services will be provided in-house, by full-time Foothold Technology staff members

7.5 Disclosure of Contract Disputes (1-2 pp.)

Provide a brief description and current status of any contract terminations, litigation, censure by professional certifying authority, or other formal action initiated against vendor organization related to contract disputes or non-compliance. If none, so state.

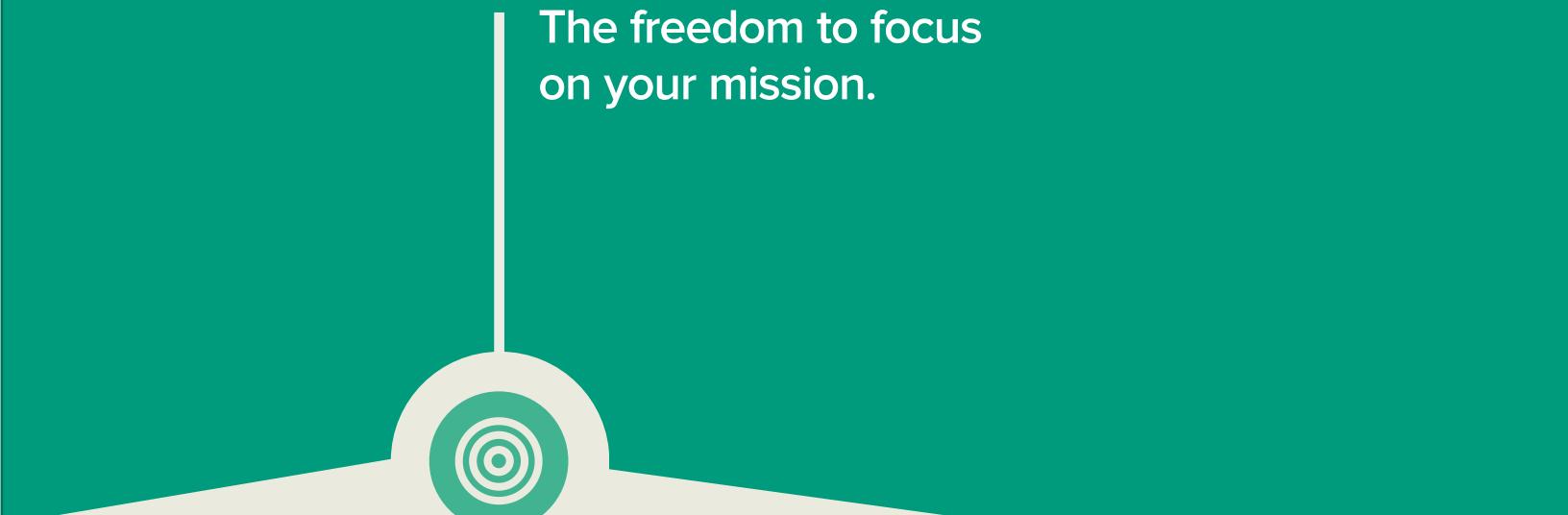
N/A. Foothold Technology is not currently in the midst of any contract terminations, litigation, censure by professional certifying authority, or any other formal actions initiated against Foothold Technology.

7.6 Additional Features and Services (Optional; up to 5 pp.)

This section may be used for any information that Respondent would like to provide about Software features and/or Respondent services that are available but not described elsewhere in this proposal because they are not directly relevant to listed requirements.

This section will not be scored and is entirely optional. Screenshots in this section may include Vendor and/or Software name – if included; it will not be reviewed until after de-identified proposal sections are scored.

N/A



The freedom to focus
on your mission.



36 East 12TH Street, 5TH
Floor
New York, NY 10003
T: 212.780.1450
F: 646.365.3066
footholdtechnology.com

-  [@footholdtechnology](#)
-  [@footholdtech](#)
-  linkedin.com/company/foothold-technology