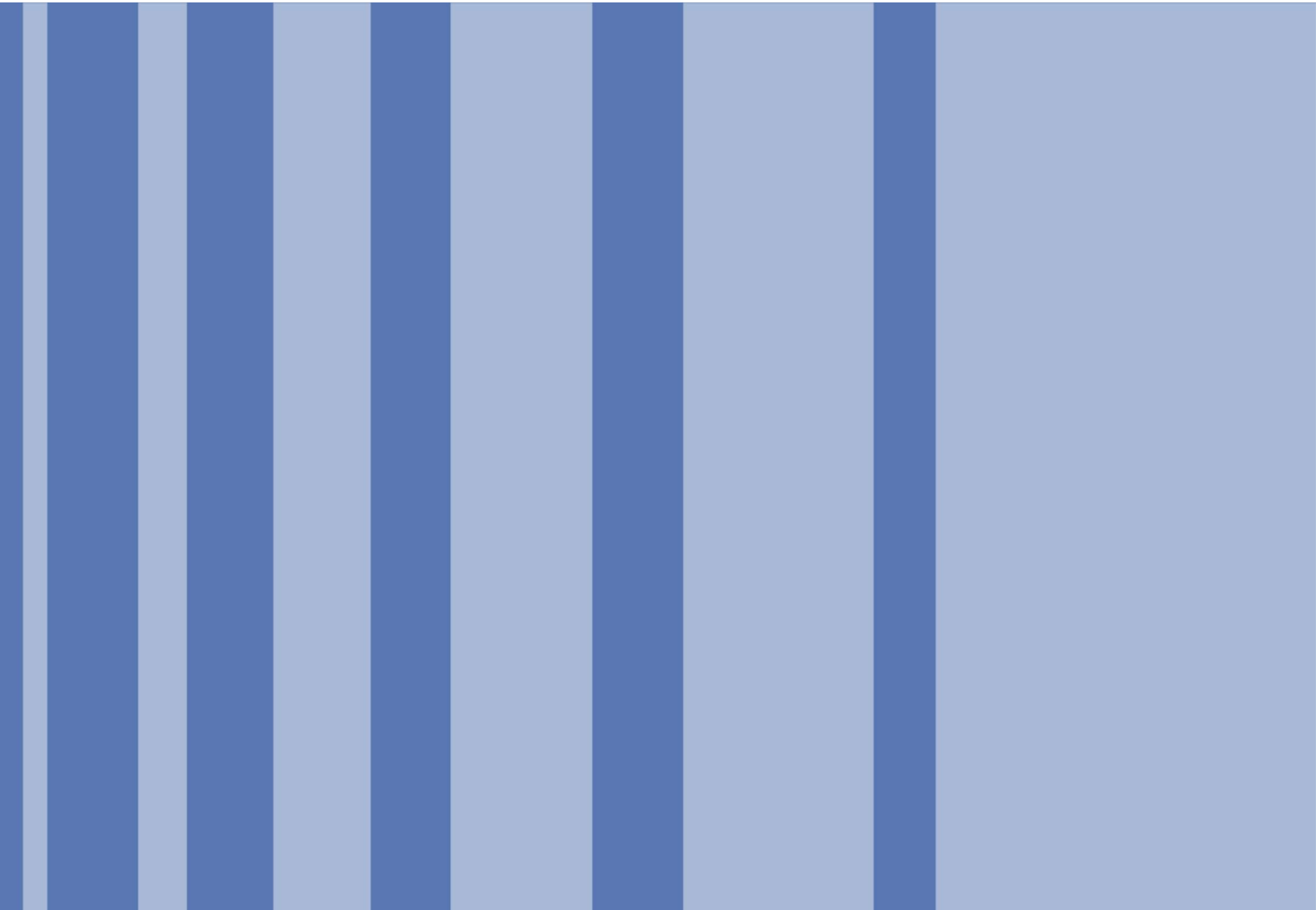


Omni Institute Proposal

Opioid Abatement Community Needs Assessment



Omni Institute Proposal

Opioid Abatement Community Needs Assessment

Submitted to:

City of Broken Arrow

1700 West Detroit Street

Broken Arrow, OK 74012

For more information, please contact:

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Project Oversight

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Cover Letter

Dear Curt Poole and the City of Broken Arrow Purchasing Team,

Omni Institute (Omni) is pleased to submit this proposal to conduct a comprehensive Community Needs Assessment to direct the City of Broken Arrow's opioid abatement efforts. We are grateful for this opportunity and appreciate the City's commitment to taking a strategic, evidence-based approach to deploying opioid settlement funds in service of the Broken Arrow community.

Omni is a nonprofit social science consultancy founded in 1982. For over 40 years, we have partnered with communities, government agencies, and nonprofits to provide research, evaluation, and capacity-building services to foster understanding, guide collaboration, and inform action to accelerate positive social change. We bring extensive experience in substance use disorder assessment and planning efforts, both broadly across prevention, harm reduction, treatment, and recovery, as well as specifically to opioids.

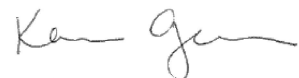
40+ years of experience working with local communities to conduct behavioral health needs assessments	10+ current or recently completed opioid settlement-funded projects	96% of our clients report that they would work with Omni again if given the opportunity
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Omni's national portfolio of opioid planning and evaluation experience spans states such as North Carolina, Virginia, Colorado, North Dakota, and Wyoming, bringing a depth of experience that few organizations can match. This experience means that when we partner with Broken Arrow, we bring not only a proven methodology, but also hard-won knowledge of what works—and what doesn't—in communities navigating the complexities of opioid abatement planning. Broken Arrow will benefit from lessons learned and best practices drawn from years of directly comparable work.

The team that we are proposing brings together Omni's strongest opioid abatement expertise. Eden Griffin, PhD, will provide project oversight, drawing on her leadership of Omni's opioid portfolio of work. Shon Reed, PhD, will serve as Project Lead and brings current and recent experience leading opioid strategic planning needs assessments and strategic planning across Virginia, Colorado, and North Carolina, as well as leading North Dakota's State Opioid Response grant evaluation. Together with Bianca Gonzalez-De la Rosa and Devanae Allen, who will lead qualitative and quantitative efforts for the project, the team brings the experience, collaborative spirit, and methodological rigor that this work deserves.

We look forward to the opportunity to support the City of Broken Arrow in this important work. Please do not hesitate to reach out with any questions about this proposal.

Sincerely,



Katie Gelman, DrPH, Co-CEO (Authorized Representative)

kgelman@omni.org | 303.839.9422 x. 143



Project Approach and Methodology

Omni's approach to the City of Broken Arrow's (the City's) Community Needs Assessment is rooted in our belief that effective opioid abatement planning begins with genuinely understanding a community—its data, its strengths, its gaps, and the voices of the people most affected. We organize our work around our proven **3D Framework: Design, Discover, and Deliver**—three phases that together produce a needs assessment that is rigorous, community-informed, and ready to drive action.



DESIGN: Set a Foundation

The Design phase establishes the shared understanding and infrastructure needed to make the entire project successful. Omni will begin with a **project kickoff meeting** with City leadership and the contract administrator to align on objectives, confirm the scope of work and timeline, establish communication norms, and discuss priorities for community engagement. We will solicit relevant context from City staff, including current successes and challenges that may be addressed in the project design. We will leverage our core values of *Inquiry* to ask questions critical to understanding what a successful process and vendor relationship looks like to the City, and *Connection* to establish the trust and rapport to have open lines of communication and to build authentic relationships for a strong partnership.

During this phase, we will also conduct a **landscape review**, examining existing plans, prior assessments, local data sources, and any current initiatives related to opioid prevention, treatment, harm reduction, and recovery in Broken Arrow. This background review ensures that our data collection activities build on what is already known rather than duplicating existing work.

Based on the kickoff meeting and landscape review, we will finalize a detailed **Project Work Plan and Timeline** (Deliverable 1) in collaboration with the City, which will serve as a living document charting progress throughout the project. This document will include key information such as deliverable milestones, task completion dates, and task ownership. Upon finalization of the project



work plan, we will work with the City to develop a list of key stakeholders to engage in needs assessment activities to ensure inclusion of key populations of interest and to begin the process of planning efforts for recruitment. Omni will lead all stakeholder recruitment efforts, drawing on our experience engaging across sectors in opioid abatement projects nationally. We will keep the City informed of our outreach strategy and welcome any introductions that the City is able to facilitate. We have found in our prior work that Omni-led stakeholder outreach that includes a warm handoff from City leadership helps to ensure representation from key community leaders and decision-makers who will eventually be the champions to support project implementation and sustainability.

DISCOVER: Employ Rigorous, Collaborative Methods

The Discover phase is the heart of the needs assessment process. Omni will gather and synthesize data from multiple sources to build a comprehensive, community-grounded foundation for strategic decision-making. To achieve this, we will engage in the following activities.

Secondary Data Collection and Analysis: Omni will compile and analyze existing quantitative data related to opioid use, overdose rates, mortality, prescribing trends, emergency response data, and related indicators at the city and county level. We will draw on publicly available data sources—including Oklahoma State Department of Health vital statistics, ODMAP, and SAMHSA's National Survey on Drug Use and Health—to identify trends, high-risk populations, and geographic areas of concern within the City. We will also access City-held data sources, including fire/EMS naloxone administration records and police incident data, in coordination with our City data contact to ensure that our quantitative analysis reflects the most complete and locally specific picture of opioid impact in Broken Arrow. Of note, Omni has recently partnered with *mySidewalk* (<https://www.mysidewalk.com>), a community data library with zip code-level health data where available, to efficiently summarize key demographic and health data across a variety of sources.

In addition to all publicly available and City-held secondary data, we will work with the City to identify any additional data owners from which Omni can request non-public data as needed. We will seek subpopulation data wherever available (for example, to identify differences between demographic groups). We are also aware that Broken Arrow sits within the historic reservation boundaries of the Muscogee (Creek) Nation, and that tribal citizens represent a meaningful segment of the City's resident population. Where subpopulation data is available, we will examine opioid-related indicators for Native American residents and flag data gaps where tribal-specific data is unavailable at the city level. Throughout this process, Omni will keep the City informed in regular meetings on our progress in gathering data and communicating with partners.

In our analysis, we will identify key trends in terms of disparities across different subpopulations, changes in indicator data over time, and comparisons to the state or surrounding region to highlight both strengths and areas of need. This analysis will form the foundation of our Data Analysis Report (Deliverable 4).

We will also document where gaps in the data exist (some data may only be available at the state or region level, and data for specific sub-populations may be limited). While we may not be able to fill these gaps in the assessment process, our team will systematically track data limitations (such as incomplete or outdated data sets) and gaps that we encounter in each of the areas of focus to include in the Gap Analysis report (Deliverable 5).



Community Prioritization Survey: A cornerstone of Omni's opioid abatement needs assessment process is a structured prioritization survey that we have developed and refined across our national portfolio of opioid settlement projects. This survey is designed to gather community and vested partner input on the relative priority of potential opioid abatement strategies—spanning prevention, treatment, harm reduction, and recovery—and to ensure that the voices of a broad cross-section of Broken Arrow residents and service providers inform the final recommendations. We will work with the City to tailor the survey instrument to the local context and identify the most effective distribution channels, including digital and paper formats, to maximize reach and representation. Survey instruments and summary results will be provided as Deliverable 2.

Stakeholder Interviews and Focus Groups: To complement the survey and secondary data, Omni will conduct key informant interviews and/or focus groups with representatives across the sectors most relevant to opioid abatement in Broken Arrow. This will include law enforcement, fire and EMS, healthcare providers, behavioral health providers, schools, community-based organizations, and, critically, individuals with lived experience with substance use. We also recognize that the City's cross-training relationship with the Light Horse Tribal Police represents an existing point of connection to the tribal community. Where appropriate and feasible, Omni will explore whether outreach to tribal community members, particularly individuals with lived experience, can be incorporated into our stakeholder engagement activities, ensuring that this population's perspectives are represented in the assessment findings. Centering the voices of the people most impacted by the opioid crisis is essential to developing recommendations that are grounded in community reality, not just administrative data.

Omni's team includes bilingual English/Spanish capacity through Bianca Gonzalez-De La Rosa, enabling us to engage Spanish-speaking community members directly and without the use of interpreters where needed. Omni will also provide modest compensation (e.g., gift cards) to community members and individuals with lived experience who participate in data collection activities outside of their professional duties, in recognition of their time and the value of their contribution. Following the interviews/focus groups, Omni will conduct a thorough qualitative analysis to highlight key themes that arose from conversations with key stakeholders across the substance use system of care. A Stakeholder Engagement Summary (Deliverable 3) will document these methods and key themes.

Gap Analysis: Drawing on both secondary data and primary data collection, Omni will evaluate the current landscape of prevention, treatment, harm reduction, and recovery services in Broken Arrow, mapping what exists, where duplication occurs, and where gaps in access and availability are most acute. To support the gap analysis, we will compile an inventory of local and regional service providers and key characteristics of their services. First, we will establish the set of characteristics that we will seek to include (see the table below for a proposed inventory structure). Omni will map identified services and gaps against the allowable uses of opioid abatement settlement funds under Oklahoma's settlement frameworks, ensuring that strategic recommendations align with permissible funding categories. Further, Omni has developed and maintains a list of evidence-based and evidence-informed practices through our ongoing opioid contracts and internal Opioid Leadership Team.



Proposed Structure for Service Provider Inventory

Type of agency (Government, Non-profit, Private)

Populations served (Older adults, Adults, Youth, Caregivers/families of individuals with opioid use disorder, Specific demographic subpopulations)

Type of services provided:

- Prevention services (e.g., community education activities, media campaigns, coalition capacity building)
- Harm reduction services (e.g., naloxone distribution and administration, fentanyl test strip distribution)
- Treatment services (e.g., inpatient services, outpatient services, medication for opioid use disorder [MOUD], detox services)
- Recovery services (e.g., peer recovery specialists, recovery community organizations, housing, and alternative court programs)
- Intersecting services (e.g., justice-related programs, employment, housing, transportation)
- Policy or advocacy services (e.g., non-profit organizations or policy groups)

Geographic availability of services (Within Broken Arrow, In the broader Tulsa metro area, In Wagoner County and surrounding areas)

Additional relevant information regarding service provision and opportunities for partnership (Organizational mission, Length of service provision, Available information on organizational capacity to deliver services or typical waitlist, State or local policies that impact opioid use or services [e.g., Good Samaritan laws for reporting an overdose, PMP use guidelines])

Once we agree on the final set of characteristics with the City, we will work to locate that information for each agency in the City in a systematic web-based data-gathering process. Our systematic process of documenting agency information will allow for basic analysis of the most common types of services available and where gaps exist, including structural and demographic barriers that prevent community members from accessing needed services. After compiling an initial list of agencies, we will seek feedback from the City to ensure that we have listed all agencies that are known to the team. This work, as well as its integration with secondary and primary data, will be documented in the Gap Analysis Report (Deliverable 5). The service provider inventory can also serve as a distinct deliverable that can be utilized by Broken Arrow to catalog existing services.

Regional Analysis: Omni will analyze disparities in opioid-related services and outcomes across urban, suburban, and rural areas within and around Broken Arrow, and will identify specific challenges faced by different demographic groups. Given Broken Arrow's geographic and jurisdictional context, we will pay particular attention to the experiences of Native American, Hispanic, African American, and other non-white residents as demographic subgroups, examining whether opioid-related data, service availability, and barriers to access differ for these populations compared to the broader city population. Omni will begin with analysis of data within Broken



Arrow's city limits as the primary geographic boundary and then will draw on data from the broader Tulsa metro area and surrounding municipalities (including Wagoner County) to provide essential regional context and benchmark local conditions against comparable communities. This regional lens is critical for ensuring that opioid settlement funds are directed toward the geographic areas and populations with the greatest need. Findings from secondary data and the gap analysis will be presented in the Regional Analysis Report (Deliverable 6).

Best Practices Review: Throughout the Discover phase, Omni will synthesize data being collected to identify evidence-based and promising practices that may be applicable to Broken Arrow based on comparisons to other communities similar in size, demographics, and geographic context. We will also draw from the best practice literature such as Johns Hopkins' Principles for the Use of Funds from the Opioid Litigation, resources from the Duke Margolis Center for Health Policy, and cost/benefit and return on investment [ROI] information on opioid settlement spending from the Washington State Institute for Public Policy [WSIPP]. Further, our national opioid portfolio and opioid engagements position us to draw on real-world examples from comparable communities—in addition to research literature—when identifying strategies with the highest potential for impact. Omni has also developed and maintains a list of evidence-based, evidence-informed, and innovative practices through our ongoing opioid contracts and internal Opioid Leadership Team that we can reference and incorporate into strategic recommendations for Broken Arrow.

DELIVER: Turn Toward Action

The Deliver phase transforms the data and community input gathered in the Discover phase into clear, accessible, and actionable products for City leadership, the City Council, and the Broken Arrow community.

Omni will produce a **Draft Community Needs Assessment Report** (Deliverable 7) for City review and feedback, followed by a **Final Community Needs Assessment Report** (Deliverable 8) incorporating all revisions. These reports will draw upon the full body of work completed during the Discover phase—including the community prioritization survey results, stakeholder engagement summary, data analysis report, gap analysis report and service provider inventory, and the regional analysis report—to produce a comprehensive, integrated picture of Broken Arrow's opioid landscape and the community's priorities for addressing it. All deliverables will be visually engaging, accessible to community and leadership audiences, and provided in both electronic and presentation-ready formats.

Beyond the assessment itself, Omni will develop a **Strategic Action Plan with Recommendations** (Deliverable 9) that translates findings into actionable, prioritized recommendations aligned with allowable opioid abatement fund uses. Rather than a list of generic recommendations, Omni's action plan will include guidance on funding allocation priorities, implementation steps, and considerations for equity and access. For example, if the needs assessment reveals that tribal community members represent a significant segment of those affected by the opioid crisis in Broken Arrow, Omni's Strategic Action Plan will include recommendations for culturally responsive service access and, where applicable, opportunities for coordination with tribally-operated programs.



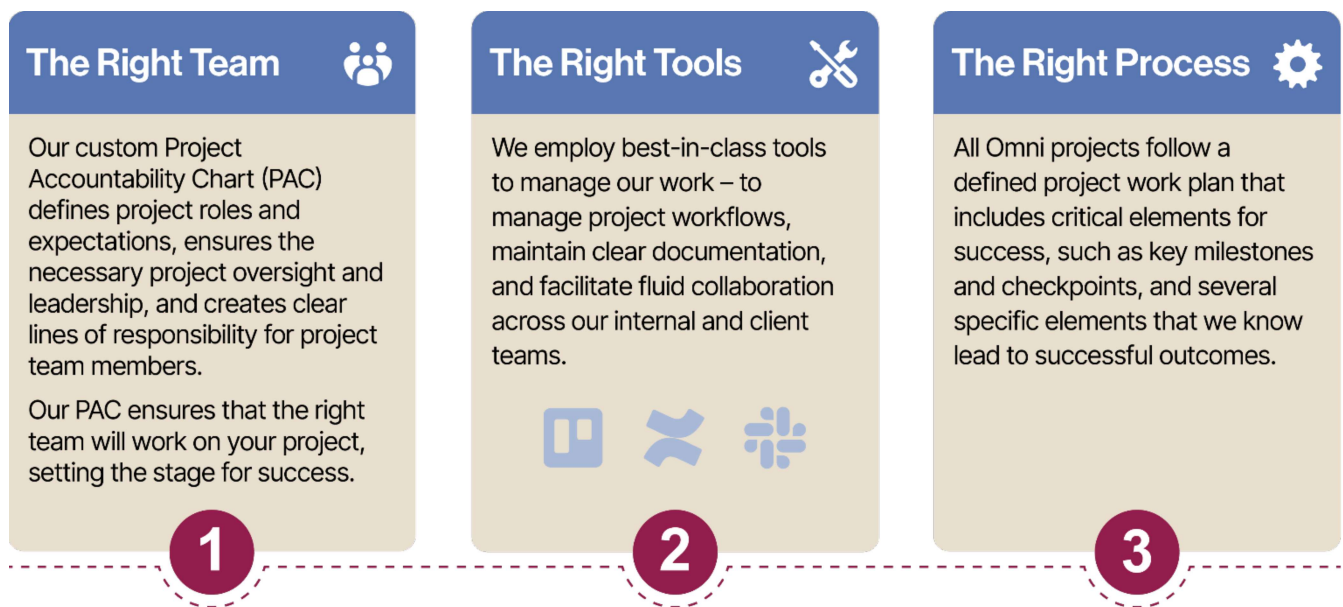
Finally, Omni will prepare and deliver a formal **Presentation to City Leadership and City Council** at a public Council meeting (Deliverable 10) to present findings, facilitate discussion, and support the City in building the internal alignment needed to move forward with confidence.

Optional: Facilitated Strategy Selection Meeting

Following the final presentation of the Strategic Action Plan and Recommendations, Omni can offer a 2- to 3-hour facilitated meeting with City Leadership to move recommendations forward into official strategy selections that will inform future funding allocations and RFP processes for opioid settlement-funded service provision. This meeting would build upon the final presentation of data and needs assessment report to develop a shared mission, vision, and values for Broken Arrow’s opioid abatement funding process; as well as a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to surface capacity constraints, feasibility considerations for implementation, and opportunities to leverage other funding sources to increase impact. Ultimately, this meeting is designed to support the selection of opioid abatement priorities that will have the greatest potential for impact in Broken Arrow.

Project Management and Quality Assurance

Through decades of client engagement, we also know that the success of high-quality research and evaluation depends on effective project management practices. Our *Proven Approach* to project management combines the right team, tools, and process to manage and execute projects with accountability, efficiency, and high quality. Shon Reed will serve as the primary point of contact for day-to-day project management, with Eden Griffin providing senior oversight and quality assurance across all deliverables.



The Right Team: Our custom Project Accountability Chart (PAC) defines core project roles and expectations for all team members and ensures the necessary project oversight and leadership



while creating clear lines of responsibility for project team members. Our PAC ensures that the right team will work on your project, setting the stage for success, including:

- Identifying the relevant methodological and content expertise needed for this specific project.
- Optimizing team size and capacity to meet budget and project delivery needs.
- Differentiating roles and responsibilities to ensure efficient execution of the work.

The Right Tools: We employ *best-in-class tools* to manage our work—including Trello, Confluence, and Slack—to manage project workflows, maintain clear documentation, and facilitate fluid collaboration across our internal and client teams.

The Right Process: All Omni projects follow a defined project work plan that includes critical elements for success, such as key milestones and checkpoints, and several specific elements that we know lead to successful outcomes, including:

- Establishing shared communication norms to ensure optimal communication frequency and alignment with client preferences.
- An intentional client meeting schedule to maintain work plan and budget alignment, solve project challenges, share project updates, and gain critical feedback and insights at key points in the project.
- An independent feedback survey sent from our client success team—administered at the start, mid-point, and completion of projects—to monitor project team performance and client satisfaction.
- Ongoing internal account review meetings with our executive leadership to monitor project performance, provide oversight, and leverage senior-level experience to continuously improve project outcomes.

Through Omni's *3D Framework* and *Proven Approach*, we deliver rigorous, high-quality research and evaluation services that meet—or exceed—client needs. Client feedback indicates that we exceed expectations with respect to asking the right questions to advance project goals, communicating clearly, and being responsive to changing circumstances throughout the project. Nearly all of our clients (96%) indicate that if given the opportunity, they would work with Omni again.

Organizational Background

About Omni Institute

Omni is a nonprofit social science consultancy founded in 1982 and headquartered in Denver, Colorado, with staff located throughout the country. For over 40 years, we have provided integrated research, evaluation, strategic planning, and capacity-building services to government agencies, nonprofits, and foundations working to advance positive social change. We employ more than 50 professionals, ranging from research associates and data specialists to PhD-level senior researchers and directors, and currently manage more than 60 active projects across the country. We operate by four core values: Inquiry to uncover the best possible solutions to



challenges, Agility in our approach, Accountability for our work, and a true Connection to our clients and the communities they serve.

Our primary areas of expertise are Behavioral Health, Community Health, Children & Families, Economic Security, and Justice. Our dual expertise in research and evaluation and organizational development makes us uniquely effective in supporting agencies and communities in data-driven decision-making. We do not simply produce reports — we partner with clients to ensure that findings are understood, trusted, and put to work.

Relevant Experience with Similar Projects

Omni has built one of the most extensive opioid abatement needs assessment and planning portfolios of any social science consultancy in the country. The projects described below represent our most directly comparable experience to the work that the City is seeking.

Colorado Region 4 Opioid Abatement Council (2022–Present): Since 2022, Omni has supported Northeast Colorado's Region 4, a 10-county council, through assessment, planning, implementation, and evaluation of their opioid settlement funding. Our work included secondary data analysis, key informant interviews, a prioritization survey, and facilitated council sessions to identify regional priorities aligned with allowable settlement fund uses. Omni developed and finalized Region 4's Two-Year Opioid Abatement Plan and has continued to support implementation, including an RFP process to select funding recipients and ongoing evaluation of funded activities.

Loudoun County, Virginia Opioid Strategic Planning (2025–Present): Omni is currently supporting Loudoun County, Virginia in facilitating a strategic planning process to guide the allocation of their opioid abatement funding. Our work has included an extensive review of existing services and data, a provider-focused survey, more than a dozen listening sessions across sectors—including individuals with lived experience, public safety, healthcare and behavioral health providers, education, and community-based organizations—and key informant interviews. Omni is synthesizing this data into a strengths and needs assessment and coordinating an opioid advisory workgroup and strategic planning process to culminate in a county strategic plan.

North Carolina Region A Opioid Abatement Planning (2023–2024): Omni supported the seven-county Southwestern Commission, known as Region A, in conducting a comprehensive regional needs assessment and strategic plan for the use of opioid settlement funds. Our work included regional data snapshots of opioid-related secondary data and social determinants of health indicators, a community prioritization survey, focus groups, and key informant interviews. We facilitated multiple strategic planning sessions with regional leadership to review and analyze data and determine funding priorities, and we produced both a regional strategic plan and aligned county-level plans.

Beyond these listed examples, our broader opioid portfolio includes strategic planning, assessment, and evaluation projects with Botetourt County (VA), City of Martinsville and Henry County (VA), Warren County (VA), City of Suffolk (VA), Patrick County (VA), Loudoun County (VA); and Colorado's Regions 5, 10, and 12. In addition, Omni conducts evaluation of statewide opioid efforts, including Virginia and North Dakota's State Opioid Response (SOR) funding and Wyoming's CDC-funded Overdose Data to Action (OD2A) grant. Across these projects, we have consistently



delivered complete assessments, strategic plans, and evaluations on time and on budget, earning strong client satisfaction and references. Nationally, we have worked with the CDC Foundation on strategic planning for their Opioid Response Strategy and have supported HRSA Rural Community Opioid Response Program (RCORP) grantees, as well as served as the evaluator for numerous SAMHSA and CDC-funded opioid-related funding streams.

Across these projects and our broader national portfolio, Omni brings a depth of experience conducting opioid needs assessments and strategic planning efforts that are directly applicable to what the City of Broken Arrow is seeking to accomplish. We understand the complexity of opioid settlement planning—the data, stakeholder dynamics, community engagement challenges, and the pressure to make funding decisions that are both evidence-based and community-supported. We bring not only the methodology, but the hard-won practical knowledge to help Broken Arrow navigate that process with confidence.

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Project Team

Omni has assembled a team with deep, directly relevant expertise in opioid abatement needs assessment, mixed method data collection, facilitation, and project management. Each team member brings specific skills that align with the demands of this project, and together they reflect Omni's commitment to pairing methodological rigor with authentic community partnership.

Eden Griffin, PhD (she/her)

Project Role: Project Oversight

Dr. Griffin is a Director at Omni and oversees needs assessment, strategic planning, and evaluation projects with a focus on behavioral health and the substance use continuum of care. Dr. Griffin oversees the majority of Omni's opioid portfolio of work, including work in Virginia, Alabama, and Colorado. In addition, she currently oversees large-scale mixed-method evaluations of statewide substance use prevention projects, including for the SUBG-Prevention set aside and SOR Grant-Prevention set aside in Virginia, as well as SPF-PFS and SPF-Rx projects in Alabama. She brings extensive experience designing and overseeing mixed-method evaluations, providing assessment and strategic planning support, and delivering training and technical assistance that strengthens local data capacity and drives evidence-based decision-making. Dr. Griffin also oversees Omni's Best Practice Teams and leads Omni's Opioid Abatement Leadership Team. In her oversight role on this project, Dr. Griffin will provide senior quality assurance across all deliverables, support overall project management, and bring her national opioid expertise to bear on key analytical and strategic questions.



Education: PhD and MA, Human Development and Family Sciences, University of Texas at Austin; BA, Psychology (summa cum laude), University of Colorado, Boulder

Relevant Project Experience:

- Loudoun County, VA Opioid Strategic Planning (Project Oversight)
- Warren County, VA Opioid Strategic Plan (Project Oversight)
- Martinsville/Henry County, VA Opioid Strategic Plan (Project Oversight)
- Patrick County, VA Opioid Misuse Needs Assessment (Project Oversight)
- City of Suffolk, VA Opioid Needs Assessment (Project Oversight)
- Colorado Consortium Naloxone Saturation Landscape Analysis (Project Oversight)
- Virginia State Opioid Response (SOR) Grant Evaluation (Project Oversight)
- Alabama SPF-Rx Grant Evaluation (Project Oversight)
- Colorado Region 4 Opioid Council Evaluation (Project Consultant)
- Virginia Substance Use Block Grant Evaluation (Project Oversight)



Shon Reed, PhD (he/him)

Project Role: Project Lead

Shon Reed is a Senior Research Manager at Omni with over a decade of social science experience and deep expertise in quantitative, qualitative, and mixed methods approaches. He leads Omni's Qualitative Best Practices Team and serves on the Opioid Settlement Team, helping localities strategically plan and maximize the use of their settlement funding. Before joining Omni in 2023, Dr. Reed was an Assistant Professor of Sociology and Criminal Justice at Old Dominion University. At Omni, he has led and supported opioid-related strategic planning and evaluation efforts in North Carolina, Virginia, North Dakota, and Colorado, including conducting interviews, focus groups, and surveys with people with lived experience, families, and service providers. He holds a PhD in Criminology and Criminal Justice from the University of Nevada, Las Vegas.



Education: PhD, Criminology and Criminal Justice, University of Nevada, Las Vegas; MA and BA, Criminal Justice, University of Nevada, Las Vegas

Relevant Project Experience:

- North Carolina Region A Opioid Strategic Planning (Survey Lead)
- Loudoun County, VA Opioid Strategic Planning (Project Lead)
- Warren County, VA Opioid Strategic Planning (Data Lead)
- Martinsville/Henry County, VA Opioid Strategic Planning (Data Lead)
- Botetourt County, VA Opioid Strategic Planning (Opioid Abatement Specialist)
- North Dakota State Opioid Response (SOR) Evaluation (Project Lead)
- City of Suffolk, VA Opioid Needs Assessment (Data Lead)
- Colorado Region 4 Opioid Council Evaluation (Evaluation Lead)
- Colorado Region 12 Opioid Council (Evaluation Lead)
- Colorado Region 10 Gateway to the Rockies Opioid Council (Evaluation Lead)
- Colorado Consortium Naloxone Saturation Landscape Analysis (Project Specialist)

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Bianca Gonzalez-De La Rosa (she/they)

Project Role: Qualitative Lead

Bianca Gonzalez-De La Rosa is a Researcher at Omni who bridges clinical experience and community impact, bringing expertise in evaluation, facilitation, needs assessment, and qualitative data collection in both English and Spanish. She is committed to translating data into meaningful community change and brings particular strength in community listening sessions, stakeholder engagement, and centering equity throughout the research process. As Qualitative Lead, Bianca will design and facilitate qualitative data collection, support the prioritization survey process, and ensure that all engagement activities are inclusive, accessible, and grounded in community voice.



Education: MSW, University of Denver; BA, Metropolitan State University of Denver.

Relevant Project Experience:

- Virginia Substance Use Block Grant Evaluation (TA and Data Specialist)
- Virginia State Opioid Response (SOR) Grant Evaluation (TA and Data Specialist)
- Denter Support Team Assisted Response (STAR) Subgrantee Evaluation (Project Lead)
- Medford Problem Gambling Needs Assessment and Strategic Planning (Qualitative Lead)
- Colorado's Workforce Innovation and Opportunity Act Evaluation (Project Lead)

Devanae Allen (she/her)

Project Role: Quantitative Lead and Project Coordinator

Devanae Allen is a Research Associate at Omni with expertise in quantitative and qualitative methods, evaluation, technical assistance, and data visualization across behavioral and community health. She leads quantitative project components and provides analytical and technical assistance support across a range of initiatives addressing substance use, homelessness, and community mental health. As Quantitative Lead and Project Coordinator, Devanae will lead secondary data collection and analysis activities, assist with deliverable preparation and data visualization, coordinate scheduling and communications with City and community participants, and provide logistical support across all project phases.



Education: MA, Research and Evaluation Methods, Boston College; BA, Psychology and Sociology (Spanish minor), University of Denver



Relevant Project Experience:

- Martinsville/Henry County, VA Opioid Strategic Planning (Data Specialist)
- Virginia Substance Use Block Grant Evaluation (TA and Data Specialist)
- Virginia State Opioid Response (SOR) Grant Evaluation (TA and Data Specialist)
- Virginia Partnerships for Success Grant Evaluation (TA and Data Specialist)
- Alabama Substance Use Block Grant evaluation (TA Specialist and Quantitative Lead)
- Alabama SPF-Rx Grant Evaluation (TA Specialist and Quantitative Lead)

Timeline

Omni will complete all project deliverables within six months of contract execution, as required. The timeline below maps all scope activities and deliverables to Omni's Design, Discover, and Deliver framework, providing the City with a clear picture of what to expect at each stage of the project. Specific milestone dates will be confirmed with the City during the project kickoff meeting and formalized in the Project Work Plan (Deliverable 1).

Phase	Activities and Deliverables	Timeline
DESIGN	Project kickoff meeting; landscape review of existing data, plans, and initiatives; finalization of Project Work Plan and Timeline (Deliverable 1); confirmation of community engagement strategy (including development of focus group/interview guides) and survey instrument development	Months 1–2
DISCOVER	Community prioritization survey design, administration, and analysis (Deliverable 2); Stakeholder interviews/focus groups and Stakeholder Engagement Summary (Deliverable 3); Secondary data collection and analysis; Data Analysis Report (Deliverable 4); Service provider inventory and Gap Analysis (Deliverable 5); Regional Analysis Report (Deliverable 6); and best practices review	Months 2–5
DELIVER	Draft Community Needs Assessment Report (Deliverable 7); City review and feedback period; Final Community Needs Assessment Report (Deliverable 8); Strategic Action Plan with Recommendations (Deliverable 9); Presentation to City Leadership and/or Council (Deliverable 10) Optional: Facilitated Strategy Selection Meeting	Months 5–6 Month 6 (Optional)



All deliverables will be provided in both electronic and presentation-ready formats. Omni's project management approach ensures that the City will have visibility into project progress throughout — including regular check-ins, a shared work plan that is monitored and updated on a rolling basis, and prompt communication of any issues or adjustments as they arise.

Cost Proposal

Omni strives to provide high-quality services at an economical cost, consistent with our mission to advance the public and nonprofit sectors. Our proposed budget was developed based on a careful analysis of the scope of work, the six-month project timeline, and the staffing required to deliver all ten deliverables with the quality and rigor that the City deserves. Staff rates reflect fully loaded costs, including salary, benefits, and indirect costs such as administration, utilities, insurance, and infrastructure.

Omni is a 501(c)(3) nonprofit and has successfully executed similar projects on budget and on schedule for over 40 years. We welcome the opportunity to discuss our estimate and scope with the City to ensure that our proposal is fully responsive to the City's needs and available resources. Prices provided in this proposal are valid for 90 days from the date of submission.

Budget Summary

Omni proposes a total project cost of **\$78,760** for the full scope of services described in this proposal. The budget below provides a breakdown by project phase and work element. Omni is prepared to modify scope or phasing as needed if the City of Broken Arrow requires adjustments to the budget or timeline.

Work Element/ Phase	Description	Cost
Phase 1: DESIGN (Month 1)	Project kickoff meeting; landscape review of existing data, plans, and initiatives; finalization of Project Work Plan and Timeline (Deliverable 1); confirmation of community engagement strategy and survey instruments	\$6,114
Phase 2: DISCOVER (Months 2–5)	Secondary data collection and analysis; community prioritization survey design, administration, and analysis (Deliverable 2); stakeholder interviews and focus groups; Stakeholder Engagement Summary (Deliverable 3); Data Analysis Report (Deliverable 4); Gap Analysis Report (Deliverable 5); Regional Analysis Report (Deliverable 6); best practices review	\$30,018



Work Element/ Phase	Description	Cost
Phase 3: DELIVER (Months 5-6)	Draft Community Needs Assessment Report (Deliverable 7); City review and feedback period; Final Community Needs Assessment Report (Deliverable 8); Strategic Action Plan with Recommendations (Deliverable 9); Presentation to City Leadership and/or Council (Deliverable 10)	\$35,538
	Optional: Facilitated Strategy Selection Meeting	Optional meeting: \$3,000
Expenses	Costs of travel for in-person final presentation, incentives for focus group participants, graphic design for Community Needs Assessment Report and Strategic Action Plan	\$7,090
TOTAL		\$78,760 \$81,760 with optional meeting

Budget Justification

Phase 1: Design (\$6,114): This phase covers the project kickoff meeting, comprehensive document and data review, development of the detailed project workplan (Deliverable 1), and development of the community engagement strategy and survey instruments.

Phase 2: Discover (\$30,018): This phase is inclusive of all data collection preparation, facilitation, and analysis. During this phase, we will be integrating several forms of data (i.e., secondary data, survey results, and focus group data; Deliverable 2) to generate the overall needs and priorities outlined by the community. In this phase, we will produce the Stakeholder Engagement Summary (Deliverable 3), Data Analysis Report (Deliverable 4), Gap Analysis (Deliverable 5), Regional Analysis Report (Deliverable 6), and the best practices review.

Phase 3: Deliver (\$35,538): In this phase, results from Phase 2 will be synthesized and integrated into a draft of the Community Needs Assessment Report (Deliverable 7), which will then be reviewed by City leadership and updated to provide the final, cohesive Community Needs Assessment report of findings and activities (Deliverable 8). This phase will conclude with development of the Strategic Action Plan (Deliverable 9) and an in-person presentation to City Leadership and/or Council (Deliverable 10). Should the City desire, Omni can also facilitate a Strategy Selection Meeting (optional) to move the City closer toward funding disbursement and strategy implementation.



Expenses (\$7,090):

- **\$2,400 for travel to in-person presentation (2 staff for 2 days)**
 - Travel costs are based on the following assumptions:
 - \$350 for roundtrip airfare
 - \$250 for hotel accommodation per day
 - \$75 for per diem
 - \$100 for transportation to and from airport
 - \$75 for a rental car
 - \$25 for parking
- **\$690 for focus group/interview facilitation**
 - \$600 for incentives (assumes 20 participants compensated with \$30 gift cards)
 - \$90 for focus group transcription (assumes 90 minutes x 4 sessions x \$.025 per minute)
- **\$4,000 for graphic design**
 - \$2,500 for the Community Needs Assessment Report (inclusive of the Stakeholder Engagement Summary, Data Analysis Report, Gap Analysis, and Regional Analysis Report)
 - \$1,500 for the Strategic Action Plan

References

The following references represent clients for whom Omni has provided directly comparable opioid abatement needs assessment, strategic planning, and community engagement services within the past three years. We encourage the City of Broken Arrow to contact these individuals with any questions about our work, our approach, and our team.

Reference 1:

Evan Braff

Opioid Response Program Coordinator, Loudoun County Government
evan.braff@loudoun.gov | (571) 410-9168

Services Provided: Opioid abatement strengths and needs assessment and strategic planning, including secondary data review, provider survey, stakeholder listening sessions across multiple sectors, key informant interviews, and development of a strategic plan to guide allocation of opioid settlement funds. (2025–Present)

Reference 2:

Russ Harris

Executive Director, Southwestern Commission (North Carolina Region A)
russ@regiona.org | (828) 586-1962 ext. 212

Services Provided: Regional opioid abatement needs assessment and comprehensive strategic plan for a seven-county region in western North Carolina, including regional data snapshots, community prioritization survey, focus groups, key informant interviews, and facilitated strategic planning sessions resulting in a regional strategic plan and aligned county-level plans. (2023–2024)



Reference 3:

Terry Hoffmeister

Phillips County District 1 Commissioner, Colorado Region 4 Opioid Abatement Council
terry.hofmeister@phillipscounty.co | (970) 466-1555

Services Provided: Multi-year opioid abatement assessment, planning, implementation support, and evaluation for a 10-county council in Northeast Colorado, including needs assessment, key informant interviews, prioritization survey, facilitation of council planning sessions, Two-Year Opioid Abatement Plan development, and ongoing evaluation of funded activities. (2022–Present)



Omni Institute Proposal

Appendix

Required Forms



BIDDERS NAME: Omni Institute

ATTACHMENT A - PRICING SUMMARY

RATES AND CHARGES

Note: Pricing is to remain firm while contract is in effect

Cost Category	Total Cost (\$)
Total Lump Sum Cost to Complete Entire Scope of Work	<u>\$ 78,760</u>

OPTIONAL / ADDITIONAL COSTS (IF APPLICABLE)

Description	Cost (\$)
Optional Services	<u>\$ 3,000</u>
Travel Expenses (if not included above)	<u>\$</u>
Other (Specify): _____	<u>\$</u>

BIDDERS NAME: Omni Institute

ATTACHMENT B - TERMS AND SIGNATURE SHEET

In compliance with this invitation for Bid Number: 26.148 and subject to all conditions thereof, the undersigned offers and agrees to furnish any or all items and/or services upon which prices are quoted, at the price quoted as specified.

My signature certifies that the accompanying bid is not the result of or affected by any act of collusion with another person or company engaged in the same line of business or commerce, or any act of fraud punishable under Federal, State, or City Law. Furthermore, I understand that fraudulent and collusive bidding is a crime under Federal, State, and City Law and can result in fines, prison sentences, and civil damage awards. I hereby certify that I am authorized to sign this bid for the bidder.

If you desire not to bid on this Invitation, forward your acknowledgement of "No Bid". Return of only the "Statement of No Interest Sheet" with authorized signature and indicate the reason for "No Bid". Failure to comply may be cause for removal of your company's name from the bid list for the subject commodity and/or service.

Complete Legal Name of Bidder: Omni Institute

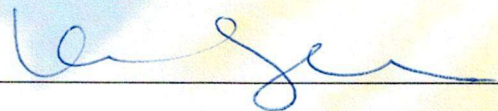
Date: 4/17/26

Company Name: Omni Institute

Address: PO Box 39983

<u>Denver</u>	<u>CO</u>	<u>80202</u>
City	State	Zip Code

Email: kgelman@omni.org

X  Official Title: Co-CEO

Please print or type name clearly: Katie Gelman

Telephone: 303.839.9422 Fax Number: 720.597.7288

Federal Tax ID Number: 84-1307563

Subscribed and sworn to before me this 17 day of April 2026

My Commission Expires: 7/17/27 
Notary Public (or Clerk or Judge)

<p>DANIELLE PINC NOTARY PUBLIC - STATE OF COLORADO Notary ID #20154028180 My Commission Expires 7/17/2027</p>

THIS BID IS INVALID IF NOT SIGNED AND NOTARIZED BY AN AUTHORIZED AGENT

BIDDERS NAME: Omni Institute

ATTACHMENT C - REFERENCES

Provide a listing of at least three (3) references, preferably school districts but certainly companies of similar size/volume, for whom you have provided these services within the last three (3) years.

Contact Name: Loudoun County Government

Telephone: 571.410.9168

Contact Name: Evan Braff Title: Opioid Response Program Coordinator

Address: 1 Harrison St SE

<u>Leesburg</u>	<u>VA</u>	<u>20175</u>
City	State	Zip Code

Email Address: evan.braff@loudoun.gov

Contact Name: North Carolina Region A

Telephone: 828.586.1962 x 212

Contact Name: Russ Harris Title: Executive Director, Southwestern Commission

Address: 125 Bonnie Lane

<u>Sylva</u>	<u>NC</u>	<u>28779</u>
City	State	Zip Code

Email Address: russ@regiona.org

Contact Name: Colorado Region 4 Opioid Abatement Council

Telephone: 970.466.1555

Contact Name: Terry Hoffmeister Title: Phillips County District 1 Commissioner

Address: 221 South Interocean Avenue

<u>Holyoke</u>	<u>CO</u>	<u>80734</u>
City	State	Zip Code

Email Address: terry.hofmeister@phillipscounty.co

THIS BID IS INVALID IF NOT SIGNED AND NOTARIZED BY AN AUTHORIZED AGENT

BIDDERS NAME: Omni Institute

ATTACHMENT D - INTEREST AFFIDAVIT

The following affidavit is to accompany the proposal:

STATE OF: Colorado

COUNTY OF: Denver

Katherine Gelman, of lawful age, being first duly sworn, states that s(he) is the agent authorized by the bidder to submit the attached proposal. Affiant further states that no officer or employee of the City of Broken Arrow, either directly or indirectly, owns a twenty-five percent (25%) interest in the bidder's business or such a percentage, which constitutes a controlling interest. Affiant furthers states that the following officers and/or employees of the City of Broken Arrow have some direct or indirect interest in the bidder's business:

N/A

For purposes of this affidavit, a direct or indirect interest is defined to include any relationship existing on the date of this affidavit, or which previously existed within the past year. Such an interest shall also be defined to include any business relationship between or among the proposed parties to the contract project and also to include any business relationship between the officers and directors of the proposed contracting parties of the project.

X [Signature]

Subscribed and sworn to before me this 17 day of April 2024

My Commission Expires: 7/17/27 [Signature]
Notary Public (or Clerk or Judge)

DANIELLE PINC
NOTARY PUBLIC - STATE OF COLORADO
Notary ID #20154028180
My Commission Expires 7/17/2027

THIS BID IS INVALID IF NOT SIGNED AND NOTARIZED BY AN AUTHORIZED AGENT

BIDDERS NAME: Omni Institute

ATTACHMENT E - PROPOSAL AFFIDAVIT


The following affidavit is to accompany the proposal:

STATE OF: Colorado


COUNTY OF: Denver

Katherine Gelman, of lawful age, being first duly sworn, on oath says:

1. (S)he is the duly authorized agent of __, the proposer submitting the competitive offer which is attached to this statement, for the purpose of certifying the facts pertaining to the existence of collusion among proposer and between proposer and city officials or employees, as well as facts to pertaining to the giving or offering of things of value to government personnel in return for special consideration in the letting of any contract pursuant to the offer to which this statement is attached;
2. (S)he is fully aware of the facts and circumstances surrounding the making of the offer to which this statement is attached and has been personally and directly involved in the proceeding leading to the submission of such proposal; and
3. Neither the proposer nor anyone subject to the proposer's direction or control has been a party:
 - a). to any collusion among proposers in restraint of freedom of competition by agreement to submit an offer at a fixed price or to refrain from submitting an offer,
 - b). to any collusion with any city official or employee as to quantity, quality, or price in the prospective contract, or as to any other terms of such prospective contract, nor
 - c). in any discussions between proposers and any city official concerning exchange of money or other things of value for special consideration in the letting of a contract.

X 

Subscribed and sworn to before me this 17th day of April 2026

My Commission Expires: 7/17/2027 
Notary Public (or Clerk or Judge)

THIS BID IS INVALID IF NOT SIGNED AND NOTARIZED BY AN AUTHORIZED AGENT

DANIELLE PINC
NOTARY PUBLIC - STATE OF COLORADO
Notary ID #20154028180
My Commission Expires 7/17/2027