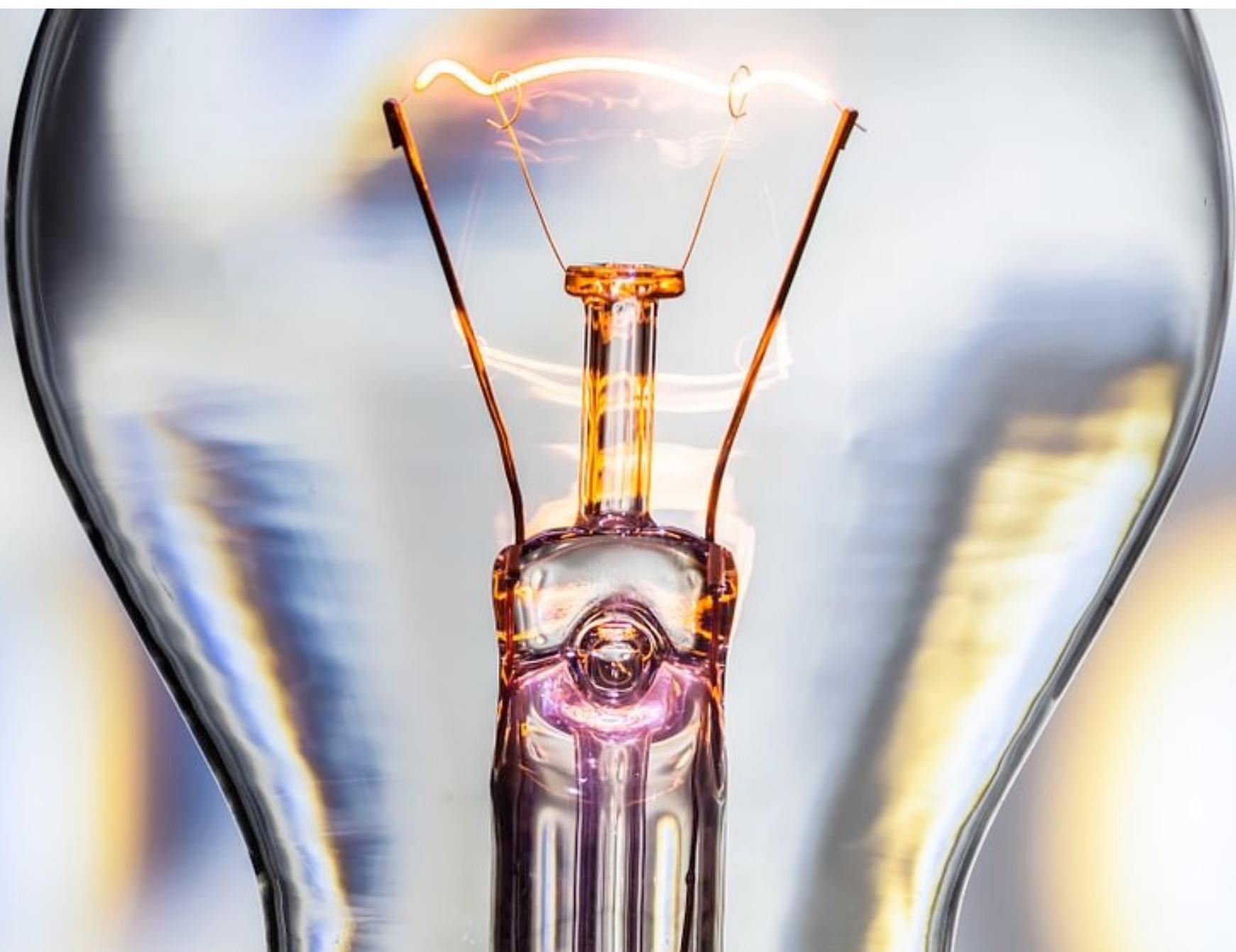


MRFP SINGLE PORTAL  
FROM VISIONLINK



RFI RESPONSE

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## CHAPTER 1

# ABOUT VISIONLINK



*On behalf of the entire VisionLink staff, we are very pleased to respond to his RFI.*

## CHOOSING VISIONLINK

VisionLink is a team of Technical Strategists, highly experienced with both the process and the engineering to design and deploy complex systems.

# MRFP SINGLE PORTAL SYSTEM

The objectives for this system make eminent sense.

Congratulations on what had to have been a complex process to come to agreements to move this agenda forward.

We believe that your most difficult work is already done. Truly. In our experience building consensus is more difficult than building technical solutions.

We would love to support your work; it is the kind of complex, “cannot fail” system building that captures our attention and imagination. It is the kind of work our technology and our process systems are designed to support.

## KEY BENEFITS

- Highly experienced with “cannot fail” initiatives
- Decades of system building experience
- Small dedicated business team of experts
- Some of the most advanced tech available
- Configurable to reduce design and deploy costs
- Multi-lingual technology
- Fully responsive (mobile) from the ground up
- Extraordinary technical architecture, for system building

## ABOUT VISIONLINK

We are an unusual organization. We deploy some of the most advanced solutions. We are also nationally recognized facilitators and change agents. In sum? We are “technical strategists.”

We want to link your vision to the possible, and make it real.

We love building complex systems and we love simplifying systems to make them useable.

We use technology, domain expertise, and facilitation skills to connect organizations that serve as the hub of their partners, affiliates, divisions, and chapters and that reach out and build networks of partners working together.

## EXAMPLE CLIENT / PARTNERS

For a small nonprofit in Houston, we help coordinate the delivery of 1,500 meals to preschool kids in low-income families every day.



For Colorado 2-1-1, and for other states and communities, we provide advanced call intake and resource management solutions, and multi-center collaborative response. We have been doing so for more than a decade.



For several 2-1-1s we are already providing integrated software and telephony solutions, bringing wonderfully integrated solutions and simplified pricing as well.

For the United Way Worldwide, we are the connecting technology used by many 2-1-1s to provide tax assistance to low income households nationwide.



For every chapter of the American Red Cross we redesigned their entire solution for client assistance nationwide, orchestrating client intake, referrals, case management and financial assistance for more than 80,000 small and large disasters every year.



For the Centers for Disease Control and Prevention and with a network of 2-1-1s, we are part of the strategic and technical work to deploy public information surge capacity for regional and national pandemics.



For NAF (formerly the National Academy Foundation), we are using the new VisionLink Platform to connect high school students and graduates with nationwide employers to bridge high school, college, and careers. Employers include American Express, Capital One, Johnson & Johnson, Verizon, Xerox and many others.



In the aftermath of Hurricane Katrina, we became known as *the one national system that did not fail*, standing up client data and sheltering solutions with the Coordinated Assistance Network for millions of people across 40 states. Together, we redefined collaborative practice as hundreds of agencies coordinated their work using VisionLink technology. VisionLink has been the system of record for every mass care disaster since.



For the New Mexico Department of Public Education we helped design and deploy a statewide online licensure and portfolio system for more than 15,000 teachers. The system is responsible for determining if teachers receive licensure advances and salary increases.



For FEMA and the Red Cross, we designed and deployed the nation's first coordinated management platform for the nearly 60,000 disaster shelters located in every state and territory. Requiring significant security, a number of our staff are badged with Homeland Security.



**FEMA**

**Our Strategic Advantage Team** provides high quality consulting and consensus building work at many levels.

For the Bill & Melinda Gates Foundation

**BILL & MELINDA GATES foundation**

VisionLink was retained to help bring consensus and collaboration to a network of technical assistance providers focused on \$4 billion dollars of reform funding for the nation's community colleges.

For InnovateTK, a large school / business partnership, we helped to design a management solution tracking contributions from nearly 500 business partners for internships, wages, volunteer hours and more--all designed to measure key outcomes.



Our Strategic Advantage team designed and deployed the two national summits for the Coordinated Assistance Network, helping to grow CAN from 12 founding partners to more than 1,200 members.



The Ann Arbor Public Schools called on us for strategic planning, facilitation, and project management for all aspects of a new flagship high school, from design to staffing, curriculum to private sector engagement, from Board Meeting facilitation to superintendent support and assistance.

For the United Way of the Bay Area we helped to communicate a strategic vision and solicit feedback across the region, by planning county-wide events, establishing protocols for focus groups, developing messaging for events, and training facilitators and determining specific next steps.

In an effort to increase college completion rates across the US, Complete College America (CCA) engaged us to design, coordinate and implement a series of national planning events called Completion Academies.

Completion Academies are intensive, professionally facilitated two-day strategic planning sessions for senior state teams as they work to improve college completion rates.

These Academies have been supported by funding from the Carnegie Corporation of New York, the Michael & Susan Dell Foundation, the Bill & Melinda Gates Foundation, the Helmsley Foundation, the Lumina Foundation for Education, and USA Funds.



## INTERNATIONAL

We work internationally as well, including a resource mapping solution for at risk youth for the government of Haiti, a work-based learning initiative in South Africa, and a workforce development partnership in Nova Scotia, as examples.



For the MedSurplus Alliance, VisionLink provides executive staffing, marketing and web design support, facilitation and financial support all working in concert to support the work of a growing network of Medical Surplus Organizations which distribute high quality used medical equipment and supplies to more than 140 nations around the world.



The work focuses on facilitation, a code of conduct, and professional accreditation, organized through a new nonprofit Avancera Partners, supported by VisionLink, Inc.

## BUSINESS BASICS

VisionLink's is located at 3101 Iris Ave, Ste 240, Boulder, Colorado, with additional senior staff in California and Georgia.

We have been in business since 1991, incorporated in 1996, and we hold exemplary financial credit ratings with Dunn & Bradstreet.

We are a team of some 30 full-time staff and a broad network of sub-contractors who assist when we need to conduct large scale community summits and Institutes.

All of our technical work is done in-house, primarily to ensure the security of our technical systems and the integrity of your data.

Our Help Desk staff assists with testing and quality control, making them some of the most technically competent support teams.

Our business continuity protocols include significant insurance policies for liability, continuity, key personnel insurance, and data loss and breach. We also maintain our code in escrow so that if something were to happen to us, our escrow agent will release your data and our code to you.

We are a Software as a Service (SaaS) operation, using the Agile / SCRUM development methodology. We excel at helping you create more effective tools, solutions, and partnerships.

Our tech is deployed from two private co-location facilities and from Amazon Web Services as appropriate to meet your Service Level specifications.

## INTERNAL STRUCTURE

We are organized across five teams:

The Customer Team, includes Launch Services, Help Desk, Solution Design, Customer Support, and Account Management. Just contact "[support@visionlink.org](mailto:support@visionlink.org)" and we will get you to the right people, quickly.

The Sales and Marketing team offers professional services to you and your partners, including organized outreach, social media campaigns and more.

Our Engineering Team is constantly working to improve the overall platform, whether that be an overall piece of the architecture or a small but time-saving module. This team also takes on custom development projects at competitive rates.

The Quality Control team tests every new component before its release, and supports Help Desk with any unusually complex inquiries.

The IT & Network Systems team operates a sophisticated array of co-location facilities. They monitor more than 1,200 discrete parts of our equipment and facilities to ensure your system is always operational.

We also retain third party expertise to audit our security and data integrity systems, an important aspect of protecting your information and users.



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## CHAPTER 2

# SOLUTIONS

Our facilitators are well known for handling high-risk scenarios, and our engineers design and deploy tools and features found in few, and sometimes in no other platform.

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*It is the much harder task to make complexity simple.*

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# THE TECHNICAL BASICS

VisionLink's technical platform is a new build of the very best technical frameworks. It is designed explicitly for those creating new systems and new collaborations--because we excel at complex logic, layers of permissions, and stakeholder specific business processes.

## You will love the results.

The screens are beautiful. The fonts, colors, and layout help you focus on the task, not the technology. Visual guides and dynamic fields open and close with elegance.

## HARDWARE REQUIREMENTS?

Doesn't matter. This platform is so efficient that even older equipment works just fine.

## BROWSER REQUIREMENTS?

Not an issue. We design to industry standards not to a specific browser or version.

## SMARTPHONES & TABLETS?

The system is mobile responsive from the ground up. It knows what device you are using, and it adjusts automatically. You can literally design and deploy your own mobile tools without any software development time or cost.

## MAINTENANCE FREE REMOTE ACCESS?

Access the system from anywhere. No special requirements. We use no special clients, no proprietary plug-ins. Nothing that you would need to install or update.

## INTEGRATED TEXT & CHAT?

Yes. And actually integrated for ease of use.

## INTEGRATED TELEPHONY?

Yes. And less-expensive together, because of true system integration.

## UPGRADES?

Installed for you, with activation switches so you can control the release of upgrades, as you wish.

## BACKUPS?

Automatic, with multiple layers of redundancy, in multiple locations, continuously in motion.

## ACCESSIBILITY

JAWS compliant and designed to meet Section 508 standards.

## EASY TO LAUNCH

Delivered with pre-built templates, so you can be up and running quickly. You can also share templates with other customers so everyone benefits from each other.

## EASY TO CHANGE

Everything is configurable. Everything. This means that the system can work the way you want it to, not the other way around.

## DESIGNED TO LAST

The entire architecture is modular so as new technologies appear, we can update and replace modules with ease.

Future ready to be your most reliable partner for years to come.

# MFRP TECH SOLUTIONS

This section offers a point by point series of recommendations based on your outline of necessary features and functions.

## *Allow charitable organizations and their professional fundraisers to register and file annual renewals and reports with multiple state charity offices through a single process.*

This is obviously a core objective, and in some ways, the solution is the sum of all that follows.

Our platform is designed around a series of form building tools--and more importantly--permission, trigger, filter, and portal options so that different users can all begin with one simple entry point, and then work through dynamically branching scripts and forms that support the specific use case for charitable organization registration, in ways that are both different and similar by state, by type, and so forth.

Indeed, the forms can build from a multi-tiered hierarchy of conditions and logic paths so that the matrix (as per your appendices) of type, purpose, role, state, etc., can all be managed.

The value-adding point however, is that these workflows can be managed by your staff (or by us, if you prefer), without any software engineering time or development cost.

This means that the cost to prototype, test, refine, deploy--and to keep refining the system over time--is radically less than typical software platforms.

And where some vendors offer flexible forms, our platform is *designed for high-stakes system building*, and thus everything from the content, to

the permissions, to the triggers, to the data entry forms themselves and more, is all configurable by your authorized staff.

So, in our view, the process of registering and filing, with or without attached documents and reports, with or without email, phone, or text based reminders and updates, and so on, is the core of what we do for other customers, and the investments by others in our new platform will be much to your benefit now.

## *Allow population of registration fields with data from electronically filed IRS 990 and 990EZ Tax Returns for tax exempt entities (Forms 990), and allow receipt of electronically filed 990s in machine-readable form from IRS, the user, or other sources.*

These are standard capacities of our platform. As examples, we use a national database of division, region, and chapter information for the American Red Cross to manage service areas, management and jurisdictional territories. The data auto-fills in appropriate forms, and further--this data controls what data can be seen by, edited by, and is restricted from appropriate users.

In other case, for the New Mexico State Department of Education, we connect to the master data system of teacher licenses, to avoid duplication and eliminate virtually all fraud, as part of our platform used to manage a licensure application process. Data auto fills as the user works through the appropriate pages of the system, and progresses through necessary steps in the application, review, and scoring process.

## *Allow registration service providers to transmit data for multiple registrant/clients electronically.*

We offer a rather powerful, new, and unique solution in this regard: a dynamic API builder. This module allows non-engineers to quickly build, secure, document and deploy APIs for multiple purposes, configured in various ways, to work with a wide range of providers.

The point here is that instead of one complex and comprehensive API, we focus on building specific data feeds to consume, share, and exchange data--separate data feeds which can be controlled, gated, and managed appropriately for each connection you authorize.

And again, this is on-demand technology, not a special engineering task or change order. The speed of deployment and the lack of cost are truly stunning changes to the standard paradigm of data integration.

## *Allow private foundations to file a copy of their IRS Form 990-PF with their state attorney general in machine-readable electronic form, if available, or as a PDF.*

By combining configurable roles, data intake forms, and dynamic APIs, private foundations would be able to file their forms and then the system would either (or both): automatically send the appropriate data to each relevant office of the state attorney general, or allow the state attorney generals offices to search, request, and download individually or in batch form the relevant foundation data files and PDFs as they request.

## *Make the non-confidential collected registration data public in an open data format.<sup>1</sup> Confidential data and Personally Identifiable Information must be inaccessible to unauthorized users.*

We are not only compliant with certain standards (AIRS XML, HIPAA, PCI; working on HL7 now), we are also the author of two national data standards, built with assistance from ANSI and U.S. Homeland Security.

The Open Data format makes complete sense for your use case.

Our permission matrix allows access controls as necessary to protect personally identifiable information. More than sophisticated permission controls, we take these protections further than most. For example, when configuring fields in the first place, part of the configuration wizard allows master level settings such as "this field can not be exported", or "this can be deployed as read only." These multi-layered controls make system-wide access controls redundant--a good thing when the system needs to be error free.

## *Allow users to attach supporting documents as necessary.*

The platform offers document attachment modules which can be used in a collective format (multiple files in different formats in structured libraries), or attached files can be deployed as a type of field, placed in any part of any form, for any purpose, for flexible management of files and documents.

**Provide analytic tools for charity regulators to identify outliers that will enable improved response by regulators to potential fraud prevention, negligence or poor governance practices that may lead to loss or waste of charitable assets.**

We approach this requirement through several options. The first is a series of conditional triggers. These can single or multi-criteria, single or multi-conditional, and / or nested and hierarchical. This means the system can monitor data behaviors and trigger content. Based on that activity, additional fields and tabs--or for this use case, *warnings and messages* (e.g., email or text or outbound calls), can be delivered to appropriate individuals or appropriate roles.

We also build custom exception monitors to trap for certain behaviors, likely to identify fraud. As an example, our system is used to deliver many tens of millions of dollars of assistance every year (through case management tools and debit card activation). A range of auditing and exception reports are used to by the financial team to fight fraud.

## MFRP PROCESS SOLUTIONS

While the technical solution offers many features and functions useful to your work, we believe our integrated design processes would be extremely useful to you.

Many software vendors will explain the flexibility of their platform.

Our solution is *completely configurable* by non-engineers - this includes everything from roles and permissions, data capture forms, views for different users, APIs, information profiles, and so much more.

Why does this matter?

Because it allows us to do real-time design sessions. Not design sessions where we discuss, review wireframes, and develop specifications, but rather design sessions where we are literally building on the live production system your prototype solution.

This means that the leaders who have worked to conceptualize this single system approach can literally work with our Launch Team to build the solution in real-time.

The result is that your most capable domain experts are not separated from the eventual solution by months of specification development and engineering, but only by minutes of real-time configuration.

And yes, we build draft system components before these design sessions, as there is no need to start literally from scratch. The result though is a rapid, tangible process that results in the system you want to deploy.

And as an extension, when changes need to be made in the future, the requests rarely become engineering projects. Most often the changes can be implemented quickly as part of the configurable options system-wide.

## Testing & QA

Different from this rapid prototyping process, we should state that we subject systems to extensive testing and QA. We use both automatic and manual testing procedures to ensure success.

Many large system rollouts are marred by immediate failures which capture too much attention from the press. Our process virtually eliminates these risks.

When the Client Assistance System was deployed, we moved 10,000 users from another vendor to our platform in six weeks with a 97.5% conversion rate and a 96% satisfaction rate. Our customer wrote, “this is the most successful implementation of any system rollout we have ever done.” The number of bugs? Only a few, which were captured, diagnosed and corrected within 48 hours. This is a normal success for us. It is why we are trusted by flagship organizations, agencies, and businesses.

## SYSTEM DESIGNERS

Our staff offers tremendous system building experience. We are not a large firm, which means that our most senior executives directly lead the work to ensure your success.

The inventor of 2-1-1 (the national community information system) as a concept and as a working solution, is a member of our senior staff.

Another designed the tools that created true multi-agency, coordinated disaster response serving millions of survivors and coordinating hundreds of agencies.

Another was the architect of the work-based learning model to connect young people to college and careers, the same model replicated with more than a billion federal dollars.

Another created an entirely new and ground breaking approach to volunteer coordination.

Another is helping to build an international system of medical surplus delivery, improving the pipeline between donor hospital and recipient partner in nearly 140 countries around the world.

Another is considered by CDC leadership a strategic asset, helping to design what has become the pandemic response platform for the United States--deployed on VisionLink's technology.

## WEB SITES

In addition to all the other modules, the new VisionLink Platform can also become your core website, or part of your existing site(s).

The system can operate as a private or public system, or in this case, both.

You can link the VisionLink Platform to your existing web site(s) and make the experience seamless for your users.

Or, you can move your current web site, or build a new one on the VisionLink Platform, and our professional services team can make it beautiful.

The screenshot shows the TAConnect website homepage. At the top right, there are links for "STAY UP TO DATE REGISTER →", "Providers Get Listed >", and "Round 1 Grantees Get Registered >". The main header features a large yellow arrow icon and the text "TAConnect". Below the header is a navigation bar with links for "HOME", "ABOUT US", "FOCUS AREAS", "PROVIDERS", "GRANTEES", "NEWS", "GALLERY", and "CONTACT". A banner on the right says "CONGRATULATIONS TO ROUND 2 GRANTEEES!" with a "CLICK HERE TO LEARN MORE" link. On the left, there's a section titled "EVALUATION FORUMS, MATERIALS, QUESTIONS CLICK TO SIGN IN" featuring logos for MATHEMATICA Policy Services, Inc. and CCRC COMMUNITY COLLEGE RESEARCH CENTER. Below this is a "MUST READ: SPECIAL REPORT" section with a link to "CLICK HERE". A "QUICK LINKS" box contains links for "Grantees - Who's Who", "Request Expertise or Support", "Access Special Resources", and "Suggest Resources". On the right, there are three columns: "PROVIDERS" (with a lightbulb icon), "SPEAK UP" (with a speech bubble icon), and "GRANTEE HUB" (with a puzzle piece icon). A "WIN" section at the bottom right congratulates winners on winning a TAACCCT grant.



The screenshot shows the Flu on Call™ Portal website. At the top, there are login fields for "Agency and Staff Login: visionlink" and "Password: .....". The main header features the "FLU on CALL™" logo. Below the header is a navigation bar with "Home" and "Login" buttons. A "Welcome to the Flu on Call™ Portal" message is displayed, featuring a photo of a woman sneezing into a tissue. To the right of the message is a box containing a thank you note to participants in the 2016 Demonstration Project. Below the welcome message are several logos of partner organizations: CDC, United Way, NACCHO, astho™, CSTE, Think Health Act Now! Milwaukee Health Department, Wisconsin Poison Center, 2-1-1 IMPACT, THREE RIVERS DISTRICT HEALTH DEPARTMENT, Nebraska Regional Poison Center, and United Way - Missouri 2-1-1. At the bottom, there are links for "Site Map | Terms of Service | Contact Us" and "©2016 VisionLink, Inc." with a VisionLink logo.

## RE-DEFINING DATA EXCHANGE

We invented dynamic API builders so there is no limit to the data you can consume, share, or exchange--and more importantly, no limit to the granular controls you can maintain to protect your own data.

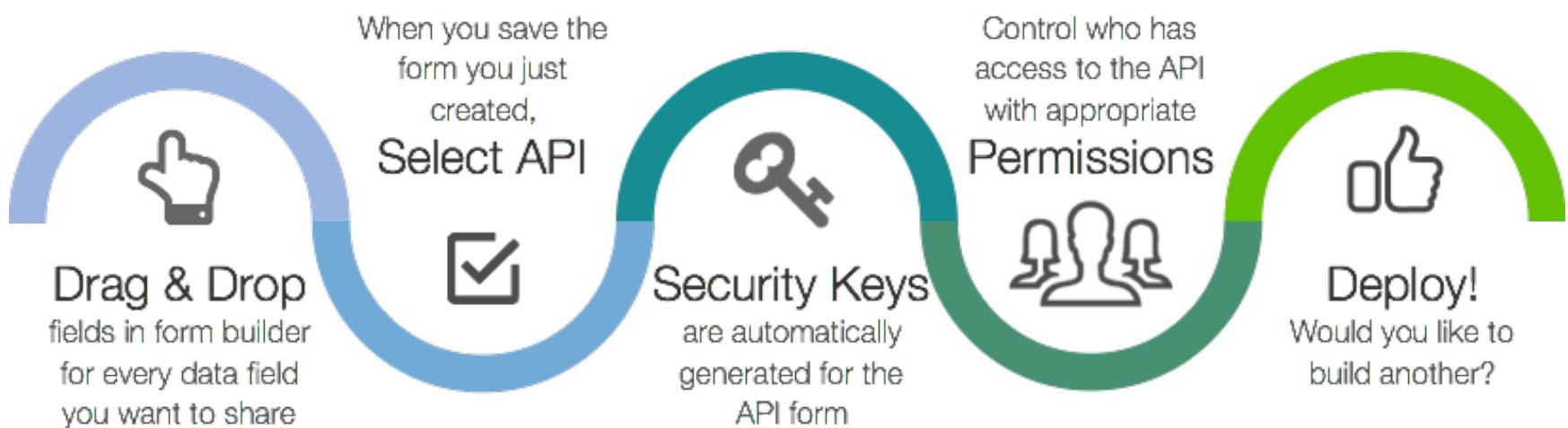
In the new world of data exchange, nearly all modern systems use APIs, or Application Programming Interfaces, to exchange pieces of data in real time. As an example, the kiosk at the movie theater uses APIs to connect your movie selection, the database of available seats, and your credit card. And it all happens in seconds.

We realized that a single API would not be enough for our customers, and it will not work for this registration system.

We also heard loud and clear that successful data exchanges were too expensive to design and build. No longer.

So, unlike any other platform that we know of, you can now have advanced data collaboration on-the-fly, at low or no-cost, with a solution that does not require you to be a technical expert. It is virtually drag and drop easy to connect your VisionLink Platform to other data recipients and providers.

Nearly magical, all of this is possible because we built a system designed for data exchange, from the ground up.



# THE PLATFORM CONFIGURABLE

Technology that does not meet your needs limits your success. Given this truth, our job is to build a platform so configurable that it can meet your needs now, next week, next month...and so on.

## We made the whole platform configurable.

That sentence does not begin to convey what what this new platform offers. Let's break it down a bit, and start with a little context:

We are well known for being the first community information solution to create form builders to change data fields and layouts on the fly.

Customers needed to change the screens for client intake, as an example, and wanted to be able to do this on their own, on-the-fly.

Then we created a series of systems within systems, where entire suites of tools could be deployed with their own branding, look and feel, users, content and tools--as sub-systems to larger solutions.

The new VisionLink Platform builds on these successes and goes much further. Yet, it is so much easier to configure and use.

:You can start with our templates, or start from scratch and create any field on any form, with any layout, on any tab, in any view, at any time.

What were conditional triggers, are now multi-layered conditions nested within conditions, within conditions.

**Take this up a notch** and deploy entirely new classes of data, or new features. This is not just about configurable forms, this is an entirely configurable **business process management** system that can conform to almost anything you and your partners need.

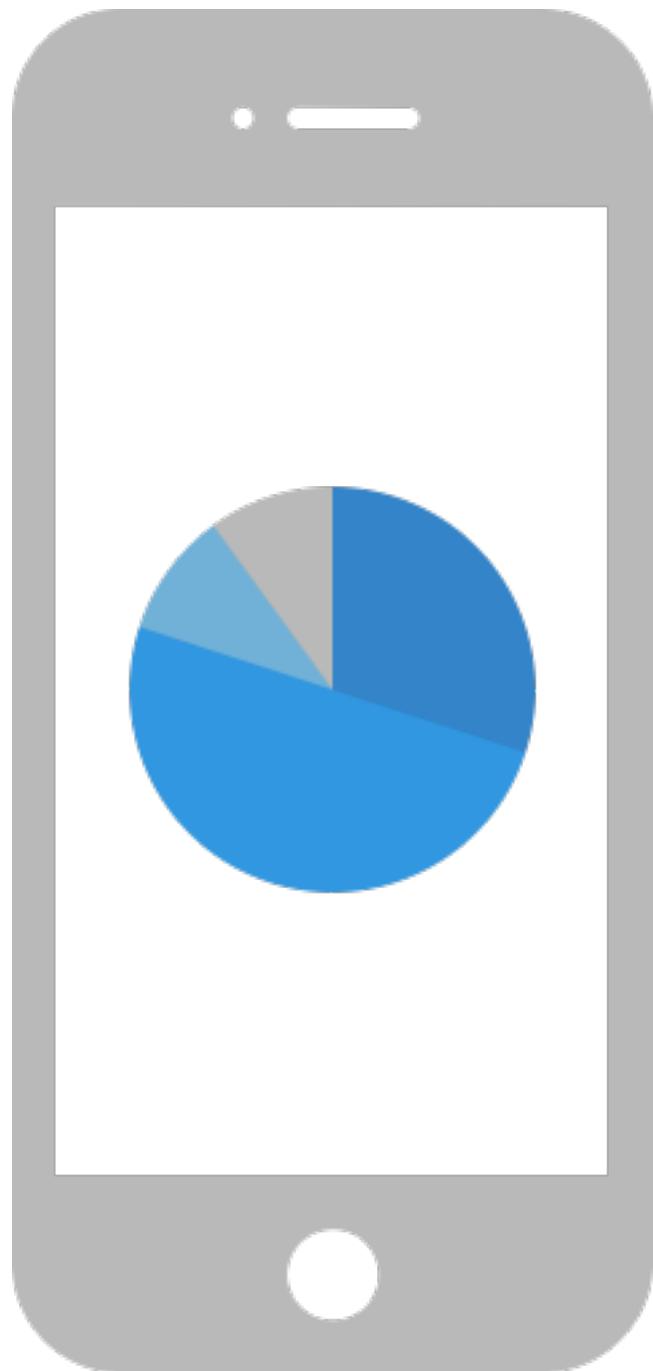
It all works the same way. Once you learn how to make one set of changes, you know how to change anything.

Imagine what this means the next time a governor or a funder asks, "if we provided funding, could you create something to....?"

## ANY DEVICE ANY CHANNEL

We did not build pages or forms or reports that work well on smartphones and tablets. Rather, the entire platform is responsive; the entire system adjusts for you as you use it on any device.

So, as forms are configured, these are automatically deployed and they are immediately compliant with mobile platforms. It is like a built-in App builder, without the time and cost.



# REPORTING & ANALYTICS

First, you can export everything. As soon as you use a standard field, or create a custom field anywhere, it can be used in exports that you control.

And you can completely control which data points you search by, for what data fields you want to export.

We also include analytic reports about how your overall system is being used, down to the specific counts of hits and calls.

We introduce with this platform a new analytics environment which offers beautifully designed, interactive reports for your analysis and decision

making. We also augment this with additional layers of information from other sources.

And to make your life just a little bit easier, you can access these interactive reports on the Web or you can package them securely and easily and send them by email to appropriate stakeholders.

## REPORT EXAMPLES

As a sample of our reporting work, this dashboard was deployed to help analyze the traffic from a live, public exercise of the Flu On Call solution for national pandemics, designed by the CDC, UWW, a network of 2-1-1s, and VisionLink.



## SECURITY & RELIABILITY

We take security and reliability extremely seriously. As one indicator, some members of our staff are badged by U.S. Homeland Security to perform certain work for specific customers.

We do not include details about our security and data integrity systems in RFI responses. We provide more in formal RFP processes, and then more once under contract.



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## CHAPTER 3

# NUMBERS

Our objective is to offer you the highest value, defined as the best return on your investment over time.

With our configurable technology, however, you will find our costs to design and deploy are surprisingly low as well.

*"We have been a customer for more than 10 years because they just keep delivering."*

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# PRICES & CHARGES

Subject to further discussion, our pricing models would suggest a cost structure as follows:

## Initial Design Phase

INITIAL DESIGN SESSION (INCLUDES PREP, POST, TRAVEL & EXPENSES)	\$35,000
PROTOTYPE BUILD	\$25,000

## OPERATIONAL PHASE

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ADMINISTRATIVE USERS	INCLUDED
GENERAL USERS	\$5.00 / CHARITY/YEAR
REGISTRANTS	NO LIMIT ON NUMBER \$100,000 MIN / YEAR
	ADDITIONAL FEES MAY BE CHARGED TO PAY FOR YOUR OTHER PROGRAM COSTS.
MAINTENANCE	INCLUDED
HELP DESK SERVICES	INCLUDED
ALL DATA FEEDS	INCLUDED
DOCUMENTATION	INCLUDED
STATE SPECIFIC PORTALS	INCLUDED
STATE SPECIFIC LOGIC	INCLUDED

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ALL SERVER SIDE SYSTEMS, BANDWIDTH, DATA INTEGRITY, SECURITY SYSTEMS, ESCROW, FALLBACK AND RECOVERY SERVICES INCLUDED

## OTHER NOTES:

ANNUAL USER CONFERENCE / USER GROUP DESIGN SESSIONS: \$TBD

### ASSUMPTIONS:

- a) STATE SPECIFIC POLICY / LEGISLATIVE REQUIREMENTS WILL BE PROVIDED. IF NOT, AND IF PART OF THIS PROPOSED BUDGET, THEN A STANDARD RATE OF \$150 / HOUR WILL BE CHARGED TO RESEARCH AND ARTICULATE STATE SPECIFIC REQUIREMENTS.
- b) API DATA CONNECTIONS ARE INCLUDED (DESIGN, BUILD, TEST, DEPLOY); ANY CHARGES FOR ACCESS TO THE DATA ITSELF ARE NOT INCLUDED.
- c) IF ADDITIONAL FEES, SUCH AS TO PAY FOR POLICY OR PROGRAMMATIC WORK OF THIS LARGER EFFORT, ARE TO BE CHARGED, VISIONLINK CAN CAPTURE AND DISTRIBUTE THESE FUNDS; A 9% CHARGE WILL BE LEVIED FOR PROCESSING AND ACCOUNTING COSTS.

## FOR FURTHER INFORMATION

Please contact us at [support@visionlink.org](mailto:support@visionlink.org).

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