

## Cover Letter

September 8, 2020

Tulare Local Health Care District  
Administration  
PO Box 1136  
Tulare, CA 93275

**Re: TULARE LOCAL HEALTH CARE DISTRICT (TLHCD) HOSPITAL TOWER FUNDRAISING STRATEGY**

Dear TLHCD Staff:

Since 2009, Grant Management Associates (GMA) has helped secure and manage hundreds of millions of dollars in grant funding, philanthropic and other financial support for our clients. We work with entities public and private, nonprofit and for-profit, large, medium and small, both well-established and new startups. We are experienced with most federal, state and private funding sources, including federal and state departments of Energy, Education, Housing, Environmental Protection, USDA and others. We have designed and implemented capital fundraising campaigns and provided other strategic guidance for organizations needing to recruit funding for their project(s).

GMA is a California-based virtual firm with staff across the country. With more than 25 associates with diverse technical, industry and geographic backgrounds, we are large enough to ensure your needs are met at all times and small enough to respond with agility to the pace of your hospital and other stakeholders. GMA will provide the proposed services primarily virtually and in writing, with as needed in-person supplemental meetings. A detailed scope of work and approach is contained in the proposal.

It is important to note that FEMA has a recent solicitation out (BRIC) that may be of interest to TLHCD. The application deadline is at the end of January. These applications are difficult to pull together, it is our recommendation that we pursue this as soon as possible to determine if you are an eligible applicant, if it is a good fit for your needs and what resources will need to be acquired to put forth a competitive application.

I confirm understanding and acceptance of all requirements, terms, and conditions of this RFP. This proposal has been signed by an Officer authorized to legally bind the Proposer to the contract terms and conditions. Should you have any questions regarding the foregoing, please do not hesitate to call us at 530-228-9235. Thank you for the opportunity to respond to your request.

Sincerely,



Kristin Cooper Carter, Owner (sole proprietorship)  
Grant Management Associates  
[kcarter@grantmanagementassoc.com](mailto:kcarter@grantmanagementassoc.com)  
530-228-9235

## Background to the Project

This proposal by Grant Management Associates (GMA) is in response to a Request for Proposal (RFP) issued by the Tulare Local Health Care District (TLHCD or the "District") for the "Design, Development, Implementation and Support of Hospital Tower Fundraising Strategy", issued by the District in August 2020 with response due by September 8, 2020.

Pursuant to the RFP, the District seeks to raise approximately \$50 - \$80 million in capital funds to support the completion of the Tulare Tower construction, as described in the RFP. We incorporate by reference the background description of the project from the RFP.

Important to note from the background, and relevant to our proposal, is the fact that the District is a public agency and has experience with bonds. This likely means that the District has personnel capable of taking an active role in this project relative to the bond component, which we anticipate will likely require financial analysis to determine the capacity of the hospital to meet bond repayment obligations. However, we do not know at this juncture what capacity the District has to provide support on this activity so we will propose optional support which will be removed if not needed. Similarly, we can anticipate that Adventist has significant experience with donor campaigns, but it is unclear what capacity or intent Adventist has to participate actively in the effort and so our proposal has options to account for different possibilities.

We also note that the District serves a population that is approximately 50% Hispanic and includes a significant underserved, under-insured / uninsured population, increasing its competitiveness for grant funding.

## Team Experience and Qualifications

### Firm Address and Corporate Officer

Firm Name and Address:	Grant Management Associates 1722 Hyer Court Durham, CA 95938
Corporate Officer:	Kristin Cooper Carter (owner, sole proprietorship)

### GMA Background

Grant Management Associates (GMA) is a California-based firm, nationally recognized as experts in grant writing and project management. With team members located in strategic areas across the United States. GMA is a sole proprietorship that has the ability and expertise to provide excellent grant planning, writing, editing and management services in a timely, effective manner.

## History and Ownership Structure

In 2009, GMA became one of the first grant development firms in the nation to take a bold, new organizational approach to better serve our clients. Instead of continuing with the industry norm of operating as individual offices under one corporate banner, we decided that being a "firm without walls" would allow us to provide our clients with a wider, geographic-based, industry-focused service. Incidentally, this low-overhead approach also enables us to keep our rates dramatically lower than the competition. Instead of paying for plush offices, GMA's clients pay only for expertise, knowledge, access and ultimately results. This means organizing our professionals into teams, each with its own distinct leadership and client driven approach. Clients like Camden County get the advantage of a team that serves sector-specific grant writing support and training.

## Service Capabilities

**Professional Grant Development Firm with Deep Technical Knowledge.** Grant Management Associates (GMA) is a California-based firm, nationally recognized as experts in grant writing and project management, with team members located in strategic areas across the United States. GMA is a sole proprietorship that has the ability and expertise to provide excellent grant research, writing, and grant management services in a timely, effective manner. Unlike most grant writing firms; GMA is different in that all of our associates have deep technical knowledge of the subject matter that they specialize in. We not only help to prepare grant applications, but we help to design and develop the response, identifying strong project partners and can use our years of experience with the agencies to clearly understand what they are looking to fund – aligning your activities with their funding stream. This is why we are so successful, with an 87.6% funding rate.

**Low Overhead Company Structure.** In 2009, GMA became one of the first grant development firms in the nation to take a bold, new organizational approach to better serve our clients. Instead of continuing with the industry norm of operating as individual offices under one corporate banner, we decided that being a "firm without walls" would allow us to provide our clients with a wider geographic based, industry-focused service. Incidentally, this low-overhead approach also enables us to keep our rates dramatically lower than the competition. Instead of paying for plush offices, GMA's clients pay only for expertise, knowledge, access and ultimately, results. This means organizing our professionals into teams, each with its own distinct leadership and client driven approach. Clients like the hospital gain the advantage of a team that exclusively serves your needs as a local government, while receiving government-specific grant writing support and training, as needed.

**Highly Experienced Organization and Team.** GMA has extensive experience working with city and county governments, as well as private companies, to leverage public funds to support existing programs, create new initiatives and implement technological advances. GMA's 25+ associates work remotely in cities nationwide and are configured into client teams for specific projects based on their areas of technical knowledge to support the client staff. GMA team members utilize frequent communication and online collaboration tools and operate as a seamless team to help manage every consulting engagement. Your team is hand-picked based on the unique requirements of your project, and will consist of a local expert, a technical expert,

and a grant process expert – each on hand to provide assistance as needed.

- *Demonstrated experience identifying funding sources.* GMA has a long track record of identifying funding sources and grant opportunities for its clients and can competently develop budgets and prepare complex written and electronic grant submissions. We use multiple grant identification services, list-serves and email notifications to stay on top of all new funding releases. We review and vet these opportunities on behalf of our clients, paying particular attention to their specific needs and only passing on to them solicitations that align with their funding goals.
- *Long Term Relationship.* Our focus is on establishing lasting relationships with quality organizations. GMA has an initial approach to each client that allows us to immerse ourselves in your specific goals. It is through this discovery phase that we are able to understand both the strengths and weaknesses of your programs, where the hospital board and resources are strong and where you need assistance, which programs are well funded, and which need support. GMA immerses our staff into both the background of your efforts and gaining a clear understanding of what has worked and what has not. Even more importantly, we align forward momentum with likely funding support. We have years of experience analyzing state and federal budgets, allowing us to advise on where funding is likely to emerge and what types of programs will be supported, The hospital will benefit from a team that understands the history of your municipality and the challenges that it has faced, while advising on the strategies to help your programs succeed.
- *Just the Right Size.* GMA is large enough to have the resources the hospital needs, yet small enough to provide the personal, timely service it desires. GMA has strong regional presence with the majority of our firm's leadership based in California. Clients who have made the switch to GMA over the past several years have told us that they selected our firm because they desired engagement teams with greater industry experience, regional professional's connections, staff continuity, and a high level of partner attention. All are features in which GMA takes particular pride.
- *Senior Level Commitment.* GMA's owner and the team members responsible for the hospital's grant writing/management services will work closely with the hospital board and its staff to be actively involved in all aspects of work. GMA's owner, Kristin Cooper-Carter does not simply review the work of others at the end of the engagement. She will maintain a consistent presence, with ongoing, meaningful communication with hospital staff while working closely with GMA's area associates. GMA realizes that a deep knowledge of your organization by our most experienced individuals is vital to our relationship. We will only gain that knowledge by being actively involved in the client relationship.
- *More than 70 years combined grant writing and research engineering experience.* The GMA Team selected to work on this contract includes Kristin Cooper Carter, M.A., Ed Ober, and Cecily Harris, M.B.A. This team has more than 80 years combined experience in the preparation of competitive federal, state and foundation grant applications. To date, GMA has generated more than \$200 million in federal, state and foundation grants for its clients.

(see Key Personnel section, below, for GMA team resumes and their additional experience and expertise).

- *More than 25 years in grant management experience.* GMA has significant knowledge of and experience with managing state, federal, and commercial grant applications. Kristin Cooper Carter, M.A., and her team have extensive experience in managing all aspects of grant development and administration. Ms. Cooper Carter raised more than \$15.7 million in grant funding and industry support for California State University, Chico' College of Engineering over a three-year period while coordinating and supporting five colleges, and over 85 faculty members, with on and off campus collaborative development services. GMA's associates on this team also bring significant experience with grant management to the project as discussed below.
- *Extensive experience managing local, state and federal grant contracts.* We have worked with many public and private clients including Alameda County, Riverside County, Town of Portola, Association of Bay Area Governments, City of Chico, El Dorado County, State of Colorado, Tahoe-Reno Industrial Park, Sacramento – San Joaquin Delta Conservancy, Sacramento River Conservation Area Forum, California State University, Fresno and Chico, and Chevron Energy Solutions, among others, securing grant funding from a variety of federal, state and private sources.

**Government / Related Experience.** GMA has lengthy experience working with the California Coastal Conservancy, Caltrans, Department of Water Resources, Energy Commission, Environmental Protection Agency, Parks and Recreation, and nearly all state governmental energy, air quality and water quantity and quality agencies, and infrastructure organizations which will be advantageous for the hospital moving forward. GMA Associates have considerable experience with funding initiatives in economic development, housing and community development, transit, cultural projects, public safety, infrastructure projects, production technologies, sustainability best practices, and environmental programs. GMA has experience locating grants for the types of projects important to the hospital, including, but not limited to, water quality and distribution, facility infrastructure, natural resources restoration, riparian corridor and pond management, and other related aspects of hospital operations and services.

**Certifications and Licenses held:**

- Mastering Project Management (Certification) - Completed May 2009
- Essentials of Business Analysis (Certification) - Completed September 2008
- Certified Sustainable Development Practitioner (Certification), Association of Energy Engineers, Completed June 2007
- Green Building and Sustainable Design Certificate Program (Certification), UC Davis; Land Use and Natural Resources, and Business and Technology coordinated with Leadership in Energy and Environmental Design (LEED)
- Sustainability Performance Metrics (Certification), Natural Logic Short Course Certification on the selection and use of sustainability performance metrics and incentives – Completed May 2006
- Train the Trainer Special Certification in Environmental Justice, United States

Environmental Protection Agency – Completed February 2005

- Fund Raising Management, The Fund Raising School/ Indiana University (Certification) – Completed 2000

### Funding Awarded

The following is a short list of just some of our awarded grant projects for private sector and local government clients. A full list of awarded grants is available upon request.

CLIENT	FUNDING AGENCY	PROJECT TITLE	AWARD AMOUNT
City of Redding / McConnell Foundation	Strategic Growth Council / AHSC	Block 7 Net Zero Housing and Downtown Activation Project	\$40,000,000
RV Jensen	San Joaquin Valley Air Pollution Control County	CNG Fuel Station on Highway 99	\$669,941
State of Michigan Department of Transportation	Federal Transit Administration	Electric Bus and Infrastructure	\$6,393,031
Form Energy	California Energy Commission	Developing non-lithium Ion Energy Storage Technologies	\$1,998,215
Shasta County Community Action Agency	California Department of Housing and Community Development	CalHOME grant	\$3,600,000
Danco Communities and City of Arcata	Strategic Growth Council / Affordable Housing & Sustainable Communities	Arcata Isaacson's Multifamily Housing HRI and STI Project	\$4,460,700
Ingomar	California Energy Commission	Food Production Investment Program	\$3,111,200
LA Department of Transportation	US Department of Transportation	5339 Grants for Bus and Bus Facilities	\$3,215,977
El Dorado County	California Superior Court	Superior Court Recidivism Reduction Grant	\$600,000
CWWP	Cal Fire	Fire Suppression	\$196,500
Thermalito Water and Sewer County	State Water Resource Control Board – SRF Loan	East Trunk Line	\$2,700,000
Mendocino County	State Water Resource Control Board (Prop 1)	Groundwater Planning and Project Implementation	\$2,000,000
Alameda County	Active Transportation Program (ATP)	Somerset Ave School Corridor	\$330,000
Alameda County	Active Transportation Program (ATP)	Fairview Elementary	\$542,000
California EPA	State Water Resources Control Board	Prop 84 Stormwater Grant Program	\$648,284

Charge Point	NY State Research and Development Authority (NYSERDA)	Workplace EVSE Demonstration Program	\$1,000,000
Yuba College	California Department of Education – Improving Online CTE Pathways Grant Program	CTA Distance Education Expansion	\$500,000
Riverside County Employment Development Agency	California Energy Commission	EVSE Workforce Development	\$998,000
Association of Bay Area Governments	California Energy Commission	Multi-County EVSE Installations	\$2,300,000
County of Del Norte	Caltrans / FHWA	HSIP – Parkway Drive	\$300,000

**Table 3.** Partial List of Awarded Grants

### GMA Expertise & Unique Value Proposition Overview:

#### General Overview of Areas of Specialization and Competence:

- Grant development and management in all sectors; with specialty in energy, green technology, job creation, disadvantaged communities, agriculture, natural resources, infrastructure and regulatory issues.
- Sustainability directly related to energy, water and green building.
- Strategic planning for corporations, nonprofits and municipalities.
- Management support on legislative and regulatory issues.
- Identification of grant and guaranteed loan funding opportunities, development of successful applications and post-award management.
- Fundraising strategies and deployment / Capital Campaign planning and execution
- Project partnership development and facilitation, networking and alliance-building.

### Project Team

Our people are our most important asset, and we place high importance on training our professionals to be specialized industry advisors to our clients. We are proud of our track record, our commitment, and success in maintaining continuity of staffing on our client engagements. The service team for the District will be composed of people most qualified to address your specific needs. They will work with you on a consistent, regular basis throughout the project duration and become an extension of your staff. As our references will attest, we will be onsite when needed, available over extended hours, provide regular and frequent updates on grant applications and progress, and will be in constant communication to ensure our mutual success.

Our team members are business, financial, government affairs, nonprofit and grant development consulting professionals, many of whom have significant technical knowledge in areas such as renewable fuels and vehicles, hydrogen, gasification, regenerative agriculture, water management, wetlands and habitat, construction and building trades, and many others. Some of the areas in which we have extensive experience include: housing and urban development, critical facilities (hospitals, police, military, etc.) building design,



health and human services, education, social services, renewable energy, economic development, watershed and habitat restoration, infrastructure (water, sewer, power, transportation etc.) industries and others.

The following is a list of key personnel to be assigned to this project.

**Kristin Carter** has over twenty-five years' experience designing programs, as a grant writer and project manager. Kristin holds a master's degree in program evaluation and administration with a focus on organizational management from CSU, Chico. In 2009 she established Grant Management Associates, a federally recognized Women-Owned, State Certified Small Business in California that specializes in funding identification, grant development, technical writing courses, and strategic planning for corporations, non-profits, and municipalities. Kristin was a registered lobbyist for three years. She was instrumental in obtaining a \$100M line item in the DOE budget. She is the past Founder and Director of California State University, Chico's Environmental Resource Program and was a Full Professor in the College of Engineering. She also started North State Renewable Energy Group, a nonprofit partnership between CSU, Chico, government agencies, businesses, and activists in the Chico, California area which focuses on renewable energy projects on the CSU, Chico campus. While in the College of Engineering she was appointed founding Director of the Concrete Management Program. She has been an expert witness for the State of California's Attorney General's office regarding fiscal management issues. She has served on many non-profit boards and on various committees as an expert in sustainable building design.

**Shana Hazan** is a fundraising and communications professional who brings significant background and experience with grants, individual giving, and managing large fundraising campaigns. As President of Hazan Strategies, a social impact consulting firm, she works with nonprofit, corporate and public clients to build the capacity to move organizations and initiatives forward. Shana has designed and launched innovative new projects and secured grants, contracts, and multimillion-dollar philanthropic gifts to sustain them. She understands that there is no such thing as one size fits all and develops customizable solutions that work for each client and community she supports. Most recently, Shana served as Chief Philanthropy Officer at Jewish Family Service of San Diego where she oversaw the development of a feasibility study and execution of a \$50 million endowment campaign – which included securing a \$25 Million lead gift. She holds a Master's degree in Education and Social Policy from Northwestern University and a bachelor's degree in Political Science from University of Wisconsin. Shana's experience includes journalism and public relations before a period as a public-school teacher and then almost 15 years as a nonprofit leader. She currently serves on the state of California's First 5 Commission, Chairs the City of San Diego's Human Relations Commission and is President of the Friends of Franklin School Foundation.

**Audra Davis** Audra Davis has worked in nonprofit management, fundraising and communications since 1996. After 16 years working on staff for non-profit agencies, Audra launched her consulting practice with a vision for helping nonprofits and small businesses obtain increased funding and greater community awareness. As a consultant, Audra has helped clients raise more than \$28 million for services such as affordable housing, foster care, healthcare, higher education, mental health, and research. Successful proposals for capital,

operating and project support include federal opportunities such as the Departments of Justice, Education, Health and Human Services, and Labor, Substance Abuse and Mental Health Services Administration, as well as numerous state funding sources and private and corporate foundations. Audra also serves as an Expert Consultant for Nashville's Center of Nonprofit Management

**Danielle Sotelo** brings over 12 years of experience in grant writing, grant administration and program development for municipalities, educational institutions and non-profits in California and Oklahoma. She has drafted and submitted multiple successful grant applications particularly in the area of health care, law enforcement, motorized and non-motorized transportation, urban greening, alternative fuels infrastructure and education. Ms. Sotelo holds a BA in International Studies with an emphasis in Political Science and a certificate in Dispute Resolution from Pepperdine University. She specializes in project management in the area of sustainable and diversified farming to enhance food security and to advance the small farmer. Ms. Sotelo has experience in aiding the growth of small businesses through website design and other creative means of business development. She is committed to securing federal, state and local funding to spur environmentally and socially conscious community development both domestically and internationally. Ms. Sotelo is based in Northeast Oklahoma.

**Brad Zerbe** has been writing grants for over three decades including the fields of education, technology, government licensing, loans and procurement, renewable energy, transportation, animal welfare and others. He is a former registered federal, state, and state procurement lobbyist. He has worked for three of the nation's five largest financial institutions in securities and banking compliance. He served as the coordinator for the state of Arizona's E-Rate education technology program; director of communications for the state's information technology agency, and director of communications for Arizona State University's education technology think tank at SkySong. He drafted the Digital Arizona Council's 189-page broadband plan. Brad was the political director for the nation's largest PAC, and has been a registered federal, state and state procurement lobbyist. He was the finance director for the Chairman of the U.S. Senate Finance Committee. He has graded grants in national competitions and served as Chairman and CEO of nonprofit organizations. In college, he competed in debate, finishing second in the nation, and won his school's highest scholarship for leadership.

**Deborah Dowd** often leads teams of GMA grant writers on complicated technical grants. She has an extensive background in federal and state grants in numerous areas. She recently led a GMA grant team on a winning \$2 million U.S. Department of Energy grant for a utility-scale solar infrastructure project for a Native American tribe. **Deborah Dowd** worked with Hampton University to establish the Hampton University Proton Therapy Institute, one of the largest proton therapy research and treatment centers in the US.

**Edward Ober** is a Southern California-based grant writer, director of operations, business consultant, entrepreneur, and development strategist with a diverse background in marketing, research, program development, law and political science. Ed has written and collaborated on local, state, federal and private foundation grant applications that earned clients over \$100 million dollars. In the nonprofit sector, Ed has written grants and developed programs in subjects including education, workforce development training, mobile telehealth, immigrant

services, migrant farmworker services, housing and social services, criminal / traffic diversion, substance abuse treatment, supportive housing, youth services and development, community gardens and more. In the for-profit sector, and working with companies varying from small startups to major global corporations, Ed has written grants in sectors including sustainable energy and energy efficiency (including subsectors of solar PV and wind; hydrogen, sustainable transportation; microgrids and energy analytics), environment, biofuels, housing, water conservation, and innovation technologies, agriculture, education, job training and others resulting in over \$50 million in grant awards over the last 5 years. Ed has a wide array of interests: environment and sustainability, education, new technology and systems development, economic and community development, institutional transformation and accountability, increasing and enhancing democratic participation, civil rights and social justice, and improving access to affordable healthy food and healthcare services, among others. Ed was responsible for the creation of California SB-8, which became law in 2011-12, improving transparency and accountability within the California State University system. He earned his bachelor's degree in Political Science from California State University, Long Beach. Ed is a Senior Associate and Project Manager with GMA.

**Partner: California State University (CSU), Chico – Center for Economic Development.** The Center for Economic Development (CED) collects information on a variety of topics each year through surveys of businesses, other organizations, and individuals. Questions are designed to gather data on socioeconomic conditions in rural California, including but not limited to challenges that businesses and employees face in small communities, business size, critical skills needed in the labor force for specific industries, opportunities for wage growth and advancement by industry, structural barriers to skilled labor recruitment in rural communities (i.e. health care access, recreational access), and the contributions of tourism spending to industries. These data are typically collected at a finer scale than government data sources, allowing a user to examine differences among industries by ZIP Code within the dataset. In addition to data on critical skills gaps, the CED also gathers input directly from industry leaders and business owners on which positions are most critical and hardest to fill. These data drill down farther than the occupation codes used by BLS and provide a linkage to skills and qualifications. The CED also developed and maintained a database of educational programs that students can enroll in to gain these critical skills. This educational inventory includes program cost, estimated length, number of units, skills/certifications gained, a directory of contact information and coordinate information.

In addition to data collected through surveys, CED also generates new, model-based data by using economic impact assessments to project changes in the local labor market (i.e. jobs, household income) due to changes in material costs experienced by a key industry, entry of a new business to the local market, economic shocks to production, or other scenarios. Using IMPLAN, these input-output model scenarios can be a useful guide for workforce development investment. The model can also be used to conduct multi-industry contribution analyses, examining the share of the local labor force and economy that is supported by specific industries or types of firms (i.e. all agricultural businesses and supporting industries, all firms owned by tribal entities). This can shed light on vulnerabilities or opportunities in the local labor market.

Survey data can generally be tied to a specific community, ZIP Code, or county, and results can be readily displayed spatially to visualize differences. These data can also be coupled with available statistics drawn from the U.S. Census Bureau or other agencies to further illuminate underlying socioeconomic information that helps to explain differences in survey responses. For example, a survey of business owners in a region might be complimented by a comparison with other spatial data on broadband internet coverage, the proportion of the population that is of working age, educational attainment rates, household poverty, and the racial or ethnic composition of communities.

Staff have experience with ArcGIS, and other spatial analysis software to analyze data and investigate spatial relationships that exists among data. Any primary or secondary data that contains location information (address, county, coordinate pair, etc.) can be analyzed and visualized spatially. On previous projects, surveys have been intentionally designed to include geographic information so that results can later be overlaid with other spatial data and examined for patterns.

Surveys are designed by CED staff in consultation with the client, and for more complex or sensitive studies, following a literature review of similar studies and a human subject research review and approval process under California State University, Chico. Using a proprietary database to search business registry information by area (i.e. ZIP Code, county, state) and by industry, CED staff compile a list of survey targets. Surveys are developed in an online interface and deployed to the contact list through phone calls, emails, and/or public service announcements and press releases. Wherever possible, CED staff aim to meet or exceed a 5% response rate to improve reliability of the data, with follow up calls and emails used to engage target participants as needed.

Data can be exported as comma-separated value files, suitable to be read by any common statistical analysis software. Where requested by the client, CED staff can perform basic statistics (i.e. mean, median, range) or more in-depth analysis (i.e. ANOVA, regression) using a range of software, including Excel, SPSS, and/or R. Analytical transcripts can be provided to the client upon request for transparency and reproducibility.

#### Experience relative to fundraising strategy / capital campaign

***BGMS (2020):*** The Butte-Glenn Medical Society retained the Center for Economic Development (CED) to lead a conceptual feasibility study on BGMS' proposed Health and Technology Education Center (funded by Anthem Blue Cross). CED contacted all health care facilities within a 30-minute drive time radius of the proposed Health and Technology Education Center to solicit their participation in a survey to assess market demand for the proposed services and resources of the facility. This effort used a rapid deployment, low labor investment model with only a single phone or electronic contact attempt per facility and yielded almost a 10% response rate. Additionally, CED staff surveyed executive leadership at three similar facilities across the United States to gather information about their facilities' operating model, revenue streams, partnership structure, and community impacts.

***CPUC Telehealth (2019):*** As part of a collaborative research study developed and implemented

by a professor at CSU, Chico, the Upstate California Connects Consortium (UCCC), the North East California Connects Consortium (NECCC), the Geographical Information Center (GIC), and the Center for Economic Development (CED) in 2019, CED contacted every medical practice and health care facility sited in a rural area across 10 Northern California counties (approximately 300). The goal was to understand the barriers to telehealth adoption in this region. CED staff conducted extensive follow-up through trusted local partners and phone and email outreach, successfully completing about 40 in-depth interviews with facility leadership by phone or email. The survey documented respondents' interest in and experience with telemedicine, and explored the technical, behavioral, financial, and structural barriers to the adoption of telehealth technologies in their practices. The resulting analysis and manuscript were accepted for publication in the Journal of Healthcare Communications in April 2020.

**USDA REAP (2019):** As part of a grant-funded effort under the Rural Energy for America Program, the Center for Economic Development (CED) conducted extensive phone survey deployment to agricultural and food manufacturing businesses across a 6-county region. Over 40 in-depth survey encounters were conducted to understand production and energy consumption patterns and costs, untapped opportunities for increasing energy efficiency, and interest in or barriers to accessing renewable energy technologies as a means of increasing business resilience.

GMA's experience includes a significant amount of strategic consultation with clients regarding overall organizational fundraising strategy and GMA performs grant functions in-house while utilizing partners for execution of components not directly within GMA's core expertise. Potential partners that GMA may utilize or recommend for implementation of the capital campaign work all have significant experience with these activities and include firms such as:

- **CCS Fundraising.** CSS is a leading consulting expert in campaign and development strategy, planning and implementing initiatives to support organizations in multiple sectors including healthcare. For over 70 years, CSS has helped organizations reach their capital fundraising goals, including Temple Street Children's University Hospital, Nationwide Children's Hospital, Marin General Hospital, Anne Arundel Medical Center, UCSF Benioff Children's Hospital Oakland, Kettering Medical Center, Shands Healthcare, Mercy Health Services and many others. <https://ccsfundraising.com/>
- **Gobel Group.** Gobel Group is a fundraising organization focusing in healthcare and around a grateful patient philanthropy program focused on clinician engagement. They have successfully used this approach to support more than 300 healthcare organizations including Baylor Scott & White Dallas Foundation, St. Joseph Health Foundation / SCL, Lifebridge Health, Abington – Jefferson Health, UCI Health and Baptist Health, among many others. <https://gobelgroup.com/what-we-do/>
- **Graham-Pelton.** Graham-Pelton is a fundraising consultancy that focuses on the sectors of higher education, healthcare, professional associations, social change, and faith-based organizations. In healthcare, they have worked with clients such as Chilton Hospital Foundation, Aspen Valley Hospital Foundation, Newport Hospital, Signature Healthcare and many others. <https://grahampelton.com/healthcare/>

If the Board decides to pursue a donor campaign desires for GMA to manage that process as part of the overall effort, GMA will prepare an RFP and solicit bids from experienced firms such as the examples provided above to execute the philanthropic capital campaign component under GMA's general direction and strategy. Alternatively, if the District wishes to obtain and manage this service separately, GMA can provide support to the District in the procurement and selection of an appropriate provider, if desired, and GMA in that case will coordinate with the selected provider to deliver a comprehensive fundraising program.

### Experience with Similar Projects

GMA has raised hundreds of millions of dollars in grant and loan funding for clients, which include private national organizations like Adventist Health, public entities like states, counties, cities, towns or districts, and for projects that include infrastructure, new buildings, building or environmental restoration, and disaster recovery, transportation, among many others. In 2019, we worked with Adventist Health in the preparation of several applications for FEMA funding.

**MCHC Health Centers:** In early 2020, GMA assisted Mendocino County Health Centers (MCHC) with the preparation of an SGIP grant application to fund the construction of a 250 kW solar / battery microgrid that can provide power continuity to the health facility during a grid outage and provide other benefits to the Center and the community.

**Neuro Health Foundation:** The Neurological Health Foundation (NHF) is a 501(c)(3) public charity dedicated to helping families have healthy and happy children. Building on existing science and clinical practice, they work with medical doctors, nutritionists, neuroscientists and other researchers to develop specific, evidence-based recommendations that women or couples can follow to improve the odds of having a healthy and happy child free of chronic neurological health conditions. GMA assisted NHF in developing a fundraising strategy and helping them to identify funding in support of their efforts. GMA worked with the CEO to align with a private foundation to help move their efforts forward.

**Public Health Institute:** GMA has worked with the Public Health Institute as both a partner, a subcontractor and as a client. We have shared employee resources when needed. We have helped each other with expertise and resources.

**Jewish Family Services:** GMA team member Shana Hazan recently led (outside of GMA) a \$50 million donor capital fundraising campaign, which also included a feasibility study. She will be leading the donor campaign feasibility study for this effort.

### List of Local Government Clients

GMA has extensive experience with local government clients, and the following table presents a partial list of clients that are agencies or departments of state or local governments, including school entities.

Agency Name	Agency Address	Contact Name	Contact Phone / Email
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Mendocino Community Health Clinic, Inc.	MCHC Health Center	Jeff Wiedenfeld	JWiedenfeld@mchcinc.org
City of Arcata – Danco Group	Danco Group	McKenzie Dibble	mdibble@danco-group.com
Yuba College	Yuba College President	Carla Tweed	ctweed@yccd.edu
LADOT	City of Los Angeles	Martha D’Andrea	martha.dandrea@lacity.org
Adventist Health	3 North Roseville	John Gustin	GustinJM@ah.org
Riverside County	Economic Development	Phil Rosentrater	PRosentrater@rivcoeda.org

**Table 4.** Partial List of State and Local Government Clients

## Proposed Comprehensive Capital Campaign Strategy

Main components. GMA proposes a capital fundraising strategy that includes the following four main components:

- Feasibility Study
- Public grants and contracts (“the grant campaign”)
- Individual philanthropic giving (“the donor campaign”)
- Bond and loan funding (“the bond / loan campaigns”)

Phase Breakdown. We will use \$80 million as our target in this document, while recognizing that the final goal might adjust downward. We will look to raise this money from four main channels: donors, grants, bond(s) and loans. In order to develop a comprehensive strategy, we need to assess the likelihood of achieving the individual goals relative to each of the four channels before committing to undertake them, so the first phase will be a feasibility study and each of the four channels is its own subsequent phase. Accordingly, this effort will be organized into five phases, as follows:

Phase	Description	Timeframe
Phase 1	Feasibility Study (grant, donor & bond)	Complete in Year 1
Phase 2	Grant Campaign Implementation	Start in Year 1, ongoing
Phase 3	Donor Campaign Implementation - optional	Start in Year 2
Phase 4	Bond Campaign Implementation - optional	Start in Year 2
Phase 5	Loan Campaign Implementation	Start after Phase 4 is complete

Phase 2 can commence immediately as soon as there is identified any suitable grants to pursue, even before Phase 1 is completed. GMA can also entirely manage Phase 2 in-house and the only decision required from the District is which grants to pursue. However, it is not possible to provide a cost estimate on Phase 2 at this point because each grant effort we pursue must be priced individually based on the requirements of the specific solicitation and the work required. Today, we know neither how many grants will be suitable to pursue nor how many hours each will take to complete, so any cost estimate provided now on Phase 2 would be entirely

speculative. When the matrix is completed, GMA will identify suitable opportunities and recommend which to pursue. The District can request additional information on any opportunity, including a cost estimate for GMA's work to pursue, and use that information to help decide which grants we will pursue.

Phases 3 and 4 are optional right now, and the result of the feasibility study will help determine if either a donor or bond campaign, or both, are feasible and desirable by the Board. Below, we will provide a general overview of what activities those phases will likely consist of, if the Board decides to include them, but it is important to realize that the results of the feasibility study could also bring recommended changes to the activities in those subsequent phases.

Because there are many unknowns that will need to be answered and determined in Phase 1, our proposal is necessarily limited to Phase 1 at this time. The outcome of Phase 1 will determine the specifics of the other phases and therefore we are unable to provide detailed estimates of Phases 2-5. However, we will provide general descriptions below of the activities to be undertaken in those phases and some options for how they may be achieved, if the Board decides to pursue them.

Phase 1: Feasibility Study. This study will include three assessments:

- **Grant Landscape Assessment:** GMA will assess the current grant landscape relative to your project and determine how much funding is, or is expected to be, available to support projects of this nature. We will conduct funding opportunity research and develop a grant funding matrix with opportunities prioritized to reflect our initial impressions of their relative alignment with your project. We will provide additional details and analysis on opportunities of interest to the District or recommended by GMA. With District Board direction we will determine which opportunities to pursue and develop a grants calendar as part of the detailed project plan. Through this process we will also estimate how much of that grant funding you could reasonably anticipate receiving. GMA will provide cost estimates for GMA's role to develop each application proposed in Phase 2.
- **Donor Assessment:** We will assess your existing donor base to determine how much of the target we can reasonably expect to obtain from large, medium and small donors within your existing donor database. We will also evaluate opportunities to and likelihood of expanding your donor base beyond current donors, which includes consideration of messaging options. The COVID pandemic provides a new context for the public and donors to understand the critical need this hospital can play in the welfare of the local community. The donor assessment will generally include: a Planning Session, Readiness Assessment, Yield Analysis-including wealth screening if needed, Donor Interview Invitation List Development, Development of Case Prospectus, Donor Interviews, including Script Development and Confirmation Letters.
- **Bond Assessment:** The maximum amount of a bond that could be sought in a bond campaign is based on the financial projections of the hospital to meet the bond repayment schedule. The District, Adventist or a consultant can perform this analysis. Bonds are primarily bought by institutional investors, and the recommended approach



to determine feasibility is to hire a financial consultant (such as Bank of America, Goldman Sachs, etc.) to prepare a bond prospectus and determine if there is sufficient interest in the market for such a bond issuance. This would be done by the consultant conducting a "road show", bringing the prospective offer to a series of such potential investors to determine their level of interest.

The three assessments above can be done in parallel or in any order. One factor will be the capacity of the District or Adventist to participate in either the bond assessment or the donor assessment in any significant role(s). The overall feasibility of the capital campaign will be a combination of the three assessments described above to reasonably be able to reach the target of \$80 million. From these assessments, a Campaign Report will be generated that includes recommendations for the appropriate mix of individual gifts, public grants, loans and bonds to meet the overall campaign goal, and strategies for each channel.

*"While there is a lot of complexity and many steps to acquire capital for a facilities project, it is critically important to start with an understanding of how the proposed project is connected to the changing healthcare needs of the community and the industry trends of population health. In addition to this kind of strategic planning, successful organizations plan up front on their debt capacity and operational needs. If needed, hiring a consultant or financial advisor early in the process can ensure that projects are in fact feasible and planning dollars are spent wisely."*

**Phase 2: Grant Campaign Implementation.** Pursuant to the grants calendar developed in Phase 1, GMA will lead the development of applications for the opportunities which the District determined in Phase 1 to pursue. Each opportunity is managed using a team of GMA personnel to ensure all aspects of the application are completed and reviewed timely with necessary input obtained and incorporated from all project team members. GMA utilizes an online project management system to coordinate all parties and provide centralized access to all necessary documents and to centralize communications.

A typical grant opportunity will issue a solicitation and provide respondents only 30-45 days to prepare a proposal, although sometimes the window is longer, and during COVID we are seeing extensions fairly frequently. If an opportunity recurs regularly, we can plan well ahead and have much more time.

Some grant opportunities for which this project might qualify are modest amounts. For example, Community Economic Development grants are only for ~800K and may be tied to the number of jobs created. Economic Development Assistance programs under EDA offer ~\$3 million for infrastructure that supports healthcare facilities. C

**Phase 3: Individual Philanthropic Giving Campaign Implementation.**

Philanthropy trends. In 2018, Americans gave more than \$427 billion dollars to philanthropic causes, including \$20.1B from corporations (5% of the total), \$39B in bequests from wills (9%), \$75B from foundations (18%), and \$292B from individuals (68%). Trends show corporate and foundation giving is on the rise (5-7%) while individual giving is slightly lower recently (-1%), but overall charitable giving has increased in the last 5 years. Healthcare is 5<sup>th</sup> in the top five sectors

for charitable giving for 2018, at \$40.8 billion. California has received 5 of the top 15 philanthropic gifts to hospitals in the last between 2008 and 2018, including:

- \$75 million in 2015 to San Francisco General Hospital Foundation by Mark Zuckerberg to pay for technology and equipment at the hospital's new acute care and trauma center.
- \$100 million in 2014 to Loma Linda University Health by Dennis and Carol Troesh to build a new adult medical center, a tower for the children's hospital, and an interdisciplinary research hub.
- \$100 million in 2014 to University of California at San Francisco's Benioff Children's Hospital by Marc R. and Lynne Benioff to support basic and clinical research and patient care at UCSF Children's as well as its affiliate, Children's Hospital and Research Center in Oakland.
- \$105.8 million in 2017 to Montage Health Foundation (Monterey) by Roberta Elliot to create a new facility for child and adolescent behavioral health issues, as well as an inpatient-care house and more robust outpatient care, early intervention, and partnerships with community organizations.
- \$120 million in 2014 to Rady Children's Hospital Foundation (San Diego) by Ernest Rady to establish the Rady Pediatric Genomic and Systems Medicine Institute. This donation followed the \$60 million Rady donated in 2006 to support the expansion of the hospital's facilities.

It is notable that several of the large gifts cited above was specifically for facility construction. This list demonstrates that it is possible for a few large donors, or even one, to enable us to reach our target for this project. Accordingly, it is generally worth the time and energy to develop an approach capable of identifying and successfully appealing to those individuals.

Quiet phase. While capital campaigns come in many different varieties and should be tailored for specific audiences or potential donors, data-informed engagement of the hospital's major donors and prospects will be essential to this campaign's success. Using data collected during the feasibility study, the campaign will begin with a "quiet" phase to secure major lead gifts from individual donors and private foundations, outlining an approach specifically to reach and appeal to them, in order to build momentum for a publicly-facing campaign.

Campaign expansion. Once lead gifts are confirmed, the campaign can expand to include clinician engagement with grateful patients, fundraising among lower-level donors, and online crowdfunding platforms to reach average citizens, among many other options. GMA can recommend a capital campaign implementation partner based on the outcomes of the feasibility study or we can work with you to develop and issue a Request for Proposal to recruit and select a qualified and experienced provider for this service. GMA can manage and oversee the efforts of this provider or coordinate with them, if managed by the District.

Impact of COVID-19 on Philanthropy. The current health crisis with COVID-19 is creating an entirely new dynamic relative to giving in the healthcare sector. We know that some segments within the industry have reporting increased levels of giving during the crisis:

*June 11, 2020, Advisory.com:* “In just the first few weeks following the spread of the novel coronavirus in the United States, billions of charitable dollars were poured into solving the problem. From grassroots efforts on crowdfunding platforms to multimillion-dollar commitments from large foundations, the rapid philanthropic mobilization around Covid-19 has been impressive and perhaps unprecedented. The data shows that hospitals and health systems are benefitting now from this surge in support, but it’s not certain to last. Here’s our assessment of what comes next, and why the hard work ahead is ultimately worth it.”

*April 27, 2020, Blackbaud:* “This is truly an unprecedented time. As a nation, we have come together to address the COVID-19 pandemic in many different ways. What we have seen thus far from healthcare organizations and healthcare providers is the true meaning of the word endurance. This is not a sprint. It is not a 5K. We are in the midst of a race where the end mile marker isn’t quite known. However, where there is endurance there is hope. And it is challenging on so many fronts. Even as healthcare organizations fight this battle, many are struggling to keep their doors open. They have not been able to conduct business as usual throughout this crisis. Disruption to the normal business model, for many, impacts cash flow and reduces revenue. This is on top of the razor thin margins that most not for profit healthcare systems operate within. As a result, these systems have had to furlough employees, freeze spending, and even close their doors. In many communities, it has left the public confused—how could a hospital or health system lay off employees—or close—in the middle of a pandemic? I believe healthcare organizations; their philanthropic partners and donors will endure and emerge stronger from this crisis. History tells us they have done it before, countless times. It is a legacy that dates back over 250 years when Dr. Thomas Bond began to raise money for America’s first general hospital to treat the poor. The tradition continued during the 1918 Spanish Flu epidemic that saw countless hospitals bolstered by philanthropy. Today we are seeing a similar groundswell of support and determination. We’ve heard from many healthcare foundations about incredible stories of endurance, sacrifice, generosity, and gratitude already. Now is the time for healthcare foundations to lead the way. It is crucial to help donors understand the financial crisis healthcare organizations are navigating.”

But we also see reports of negative impacts as well:

*August 3, 2020, HCLDR:* “ According to a survey conducted by Campbell Rinker on behalf of consulting firm Dunham & Company back in April, 53% of donors plan to continue giving during the pandemic, but more carefully than before. 20% said that they plan to stop giving until the economy is back up and running. In April, the Canadian Cancer Society (CCS) projected a \$20 million loss. CEO Andrea Seale called the pandemic “the greatest challenge that the Canadian Cancer Society has faced in our 80-year history. We expect to see a financial loss between \$80-100 million out of a total budget of \$180 million this year.”

And it looks as if the approach taken makes a difference. CSS Fundraising is reporting mixed impacts of COVID, where innovative approaches are having more success.

*June 12, 2020, CSS Fundraising:* “The COVID-19 pandemic had an immediate and major impact on nonprofit fundraising in the first few months of the crisis. While the picture still remains challenging for many organizations, new data from a large-scale CCS Fundraising

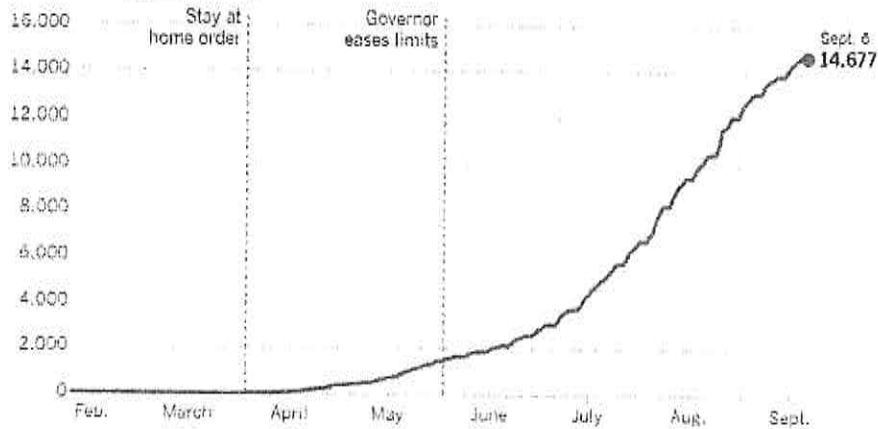
CCS Fundraising survey of nonprofit organizations suggests that the philanthropic landscape has improved markedly thanks in part to innovative approaches to fundraising. The results, which reflect survey responses from 1,014 individuals representing nonprofit organizations across sectors, track performance and perceptions between May 1 and June 1. This report is a follow-up to an initial CCS survey that captured activity between April 1 and May 1. Here are three key takeaways: In the latest report, 23% of respondents cited fundraising increases, while only 14% noted increases in the previous survey. Additionally, the June 1 report showed decreases to fundraising being reported by 56% of respondents, a drop from the 63% reporting decreases a month prior. While these new numbers are notably more positive, the picture remains challenging with more than half of respondents citing declines in fundraising. Following trends seen in the first edition of this survey, most nonprofits report that they will continue with their major pre-existing campaign plans with appropriate adjustments. The data shows that organizations have also used technology and innovation to continue large fundraising initiatives. For example, just under two-thirds of respondents reported that they were either considering or had already held a virtual fundraising event amid the widespread inability to host in-person gatherings. Similarly, nearly two-thirds of respondents reported undertaking a special appeal or emergency fund amidst the pandemic. Donor engagement methods leveraging technology also rose during the month of May, with an increased percentage of respondents citing their use of social media and other online methods of engagement, like webinars and podcasts.”

With regards to the District, we can also leverage the area’s or hospital’s response to COVID as part of a messaging strategy. In this regard, it is noteworthy and relevant that so far during the crisis, Tulare County hospitals have come close to reaching capacity.

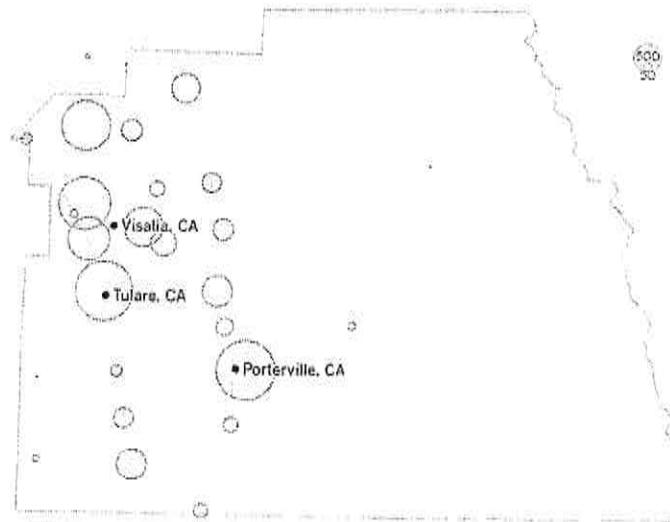
*July 2, 2020, Visalia Times Delta: “Tulare County hospitals are straining under the weight of a second surge of coronavirus patients, leaving ICU units nearly full and nurses overwhelmed as the number of new cases explodes across the Central Valley, California and nationwide. Active cases have doubled locally from just over 600 to 1,214 since mid-June. Almost every day, the county continues to add north of a hundred new infections. On Thursday, health officials reported 198 new cases, bringing the total since March to 4,521. As the number of cases spike, so too are the number of people needing treatment for the respiratory virus — putting a burden on local hospitals that was predicted at the onset of the pandemic in March but didn't hit until four months later, after California reopened much of its economy.”*

*September 7, 2020, L.A Times: “The Tulare County Health and Human Services Agency announces new cases and deaths each day, though bottlenecks in testing and reporting lags can introduce delays. Experts say the true number of people infected is unknown and likely much higher than official tallies.*

### Cumulative cases by day



Over the past week, the county has averaged 85 new cases and 1.4 new deaths per day. The number of confirmed infections is currently doubling every 87.2 days. Tulare currently has 2,275 cases.”



These facts suggest that the environment today is very different from even a year ago, and that the focus today is on improving healthcare capacity. And at the same time, campaigns conducted during COVID-19 will need to be conducted differently than in the past using primarily virtual means, driving home even more tangibly the need for philanthropy to address the crisis. Shana Hazan with GMA is highly experienced with feasibility studies and will oversee this process. The feasibility study will result in analysis that includes a presentation of various options for specific methodologies that can be utilized in the campaign, and our recommendations about which option(s) will be most successful. When the study and analysis is complete, the District Board will have the best available information to decide whether or not a donor campaign should be pursued, and if so, what methodologies should be deployed.

Phase 4: Bond funding. Because a bond is essentially a loan and must be repaid, and because the terms and conditions for bonds change with the market, the financial outlook for the hospital throughout the COVID crisis is another factor that must be carefully considered in considering a bond strategy. Accordingly, an analysis ought to be performed by a qualified financial professional to assess the viable options and determine the most appropriate strategy. GMA proposes to issue a Request for Proposal to recruit and select a qualified financial professional to guide and manage the bond process under GMA's general direction and oversight.

Phase 5: Loan Funding. One or more traditional loans from financial institutions can be considered to fill in gaps in the funding sources if a shortfall is identified. GMA is highly experienced with identifying suitable loan products and the consultant utilized within Phase 4 may also provide guidance on recommended loan options for this project. GMA is highly experienced in preparing and submitting traditional loan applications and can manage the application process entirely in-house.

## Proposed Scope of Work and Approach to Tasks

### Task 1: Obtain Discovery and Direction

- Hold Kickoff Meeting of the full GMA and District team to request and gather background information. This meeting is expected to take ~60 minutes. GMA will prepare an agenda and submit to the District prior to the meeting. GMA will take meeting notes and distribute to all attendees after the meeting. *1 hour prep + 1 hour call x 3 = 6 hours (Kristin, Shana, Ed, Brad).*
- Collect, review, and organize relevant materials. The GMA team will receive, review all materials provided by the District and organize them in Asana for access by all team members. *6 hours (Shana, Brad, Danielle, Ed @1.5 hours each).*
- Identify funding need priorities / interdependencies. This activity will occur both during the kickoff call and in subsequent conversations, emails and review of materials. *Allocating an additional 2 hours beyond the kickoff call for relevant discussions via email, text, Asana, video chat or phone call.*
- Meet with TLHCD staff regularly for direction and input. We will anticipate two standing alternating calls each month, one a 30-minute check in (no deliverables) and one an hour-long status update with standard monthly deliverables that include a written progress report. *We are budgeting monthly 1 hour to prepare the progress report + 30 minutes for meeting prep and agendas + and 90 minutes in call time x 2 staff = 6 hours / month.*
- Produce and follow a detailed project plan. After the completion of tasks 1.1 – 1.3, GMA will prepare a detailed project plan that incorporates the information and direction received from the District. We understand that the full scope of activities to be undertaken in this overall effort cannot be finalized until the campaign and bond feasibility study is completed, and until the Board has decided on which components of a possible strategy they wish to pursue. It is possible that neither the donor recruitment or bond paths will be feasible or desired by the Board, in which case the project plan will

focus entirely on grants and loans. Accordingly, the timeline, cost structure and activities undertaken in this overall effort may vary significantly based on the outcome of those studies and the decisions of the Board. Therefore, in defining what GMA's task looks like to prepare a comprehensive project plan, we must account for both possibilities. An initial project plan will be produced in the first month of service that will identify the immediate tasks to be undertaken. (4 hours) The project plan will be revised after the Board decides on which components and strategies to pursue (1 hour) and are likely to be revised further after donor campaign and bond consultants are brought on for those components (3 hours). We are allocating 4 hours for developing the initial project plan, 1 hour to revise when the Board has made its decisions, and 3 hours to revise further to incorporate consultant input.

**One-time:** 6 + 6 + 2 + 8 = 22 hours

**Monthly:** 7 hours / month

## Task 2: Project Management and Administration

**2.1** Setup and maintain Asana project(s), provide support to team as needed. Asana is an online platform that provides project management and content library functionality. All GMA team members, subcontractors, partners and the District will have access to the system, making it a core communications center. Asana is organized into Teams, Projects, Tasks and Subtasks. Tasks can be assigned to team members with due dates and the platform will remind users of their assignments to help ensure the project stays on the timeline.

The screenshot displays the Asana project management interface. The main task list is organized into several sections:

- Administration:**
  - Team Contacts (REF)
  - ATP Guidelines (REF)
  - Q&A (REF)
  - Client Application Teams (CATs) (REF)
  - Final Package for Submission (REF)
  - SRTA Contract Term (Oct 23, 2018 - Jun 30, 2020) (REF)
- Communications:**
  - Kickoff Call 11/15/18 Agenda / Notes (Oct 23) (100% Complete) (GMA)
- Project Information:**
  - Active Transportation Plan (REF)
  - Local Plans (REF)
  - Project Maps (REF)
  - Project Design: Engineering Cost Estimate (REF)
  - Project Team and Subs Qualifications and Resumes (REF)
- WORK PLAN / SCOPE OF WORK**
  - Task 1: Project Initiation and Management**
    - Kickoff Meeting (Oct 23) (100% Complete) (ALL) (GMA)
    - Project Overview Meeting (Nov 6) (100% Complete) (ALL) (GMA)
    - Schedule Regular Project Meetings (Nov 3) (100% Complete) (GMA) (GMA)
    - Develop Project Management Plan (Nov 15) (100% Complete) (GMA) (GMA)
    - Prepare and Deliver Monthly Progress Reports & Invoices (Nov 28) (100% Complete) (GMA) (GMA)

The right sidebar shows the 'GMA Develop' project details, including an assignment to 'Chuck Schuller' and a recent update by 'Ed Ober' regarding the 'SRTA ATP REDDIN' task.

Asana includes a real-time calendar display of tasks and notifies all relevant users when tasks change or are completed. The initial setup of Asana will take approximately 2 hours and maintenance typically takes an additional hour per month. Support for team members is not known and varies depending on the team, but will be estimated at 1 hour per month. *2 hours one-time and 2 hours / month.*

- 2.2** Coordinate tasks, activities and input from all team members. *1.5 hours / month.*
- 2.3** Meet monthly with District team. *Allocating 1 hour per month beyond the calls in task*
- 1.4.**
- 2.4** Ensure goals, tasks and deadlines are established and met for all component activities. Manage tasks, schedules, assignments and ensure deliverables are produced timely. Take and distribute meeting notes, progress reports and other communications. Collect, store, organize and make accessible all project materials to the project team. *1 hour / month.*
- 2.5** Prepare and manage invoices and accounting. *1 hour / month.*

**One time:** 2 hours

**Monthly:**  $2 + 1.5 + 1 + 1 + 1 = 6.5$  hours

### Task 3: Subcontracting (Optional)

- 3.1** Develop RFPs. Work with District to develop two RFPs, one for a consultant or firm to manage the capital campaign activities, and another for one or more financial consultants with expertise in bond funding and commercial loans to oversee the bond and loan activities, including defining a scoring rubric for proposals and a contracting process. *20 hours / RFP x 2 = 40 hours.*
- 3.2** Publish RFPs and distribute. The final Request for Proposal will be published online and distributed directly to prospective vendors known to GMA. Respondents may submit proposals electronically. *We are allocating 4 hours.*
- 3.3** Collect, review and score proposals. The workload of this task is to be determined. It is estimated that each proposal will take an average of 4 hours to review, but the number of proposals received will not be known until they are received. GMA staff will review, score and rank proposals. *Hours TBD.*
- 3.4** Contract preparation, negotiation and execution. For selected vendor(s), prepare, negotiate and execute the subcontractor's agreement. The workload for this task is also not certain. *We are estimating 6 hours to prepare the agreement, 3 hours to negotiate with the client and 1 hour to execute it = 10 hours.*
- 3.5** Process and manage subcontractor invoices. This task may involve hunting down documentation to support or justify work performed or expenses incurred. *We are estimating 1 hour per month to process and pay two subcontractor invoices.*

**One-Time:**  $40 + 4 + TBD + 10 = 54 + TBD$  hours

**Monthly:** 1 hour

### Task 4: Conduct Grant Research and Identification

#### Part 1



- 4.1 Research and analyze grant opportunities. *14 hours.*
- 4.2 Prepare matrix of opportunities and prioritize. *6 hours.*
- 4.3 Meet with TLHCD staff to discuss / review opportunities. *4 hours.*

**One-time:** 14 + 6 + 4 = 24 hours.

**Part 2**

- 4.4 Provide further detail on selected opportunities if requested. GMA will conduct background research on relevant funding opportunities identified on the matrix. This can include soliciting and reviewing past RFPs, funded projects / programs, annual reports, etc. *8 hours.*
  - Conduct an exploratory call with additional staff
  - Prepare a Powerpoint presentation of key solicitation elements
  - Perform a Key Considerations Analysis
- Develop project white paper. This in-depth paper will include detailed designs, budget estimates and general project tasks. We will work with the District to reach out to key agency staff for review and feedback. *20 hours.*
- Set Agency Meetings. GMA will set up meetings with key agencies, align support and determine best fit opportunities. *10 hours.*
- Develop Phase 2 recommended grants strategy and Grants Calendar. *10 hours.*
- Prepare cost estimates for each grant recommended. *2 hours each x 10 grants = 20 hours.*
- Review draft strategy and grants calendar with District. *Two GMA members for up to 2 hours each = 4 hours.*
- Coordinate funding strategy with feasibility outcomes to develop overall campaign funding strategy. *14 hours, optional.*

**One-time:** 8 + 20 + 10 + 10 + 4 = 62 hours or +14 = 76 hours.

**Task 5: Conduct Philanthropic Capital Campaign Feasibility Study**

- 5.1 Conduct internal campaign readiness assessment with hospital staff and board members. Some of the considerations include:
  - What sectors do we want to engage with?
  - What geographic regions?
  - What age demographics and how many individuals in each?
  - What income ranges and how many individuals in each?
  - Key hospital connections / donors and how many individuals?
  - Key community stakeholders and how many individuals?
  - Special populations and how many individuals in each?

*This task is anticipated to take 10 hours with staff and 6 hours with board members and 4 hours to develop a report based on the assessment activities = 20 hours.*
- 5.2 Develop capital campaign case prospectus. The case prospectus is a professionally written, branded and designed marketing document that is used to deliver essential information about the campaign effort to prospective donors and provide sufficient information to facilitate the survey / interview process. *This task is anticipated to take*

- 10 hours for Shana and 15 hours for CSU Chico = 25 hours.*
- 5.3 Prepare donor survey and interview questions. The donor survey and interview questions are intended to solicit facts and opinions from donor or prospective donors and to assess different potential messaging options based on their responses. *10 hours for survey and 10 hours for interview questions = 20 hours.*
  - 5.4 Identify key campaign prospects and request participation in feasibility survey. *8 hours to identify key prospects, 4 hours to develop request messaging, 6 hours to send requests to key prospects = 18 hours.*
  - 5.5 Analyze survey responses / conduct interviews. We to hope to receive at least 300 survey responses and 60 in-depth interviews, with ½ from existing donors and ½ from potential new donors. We are anticipating a survey response rate of 25% and so we expect to need to send out 1200 survey requests to obtain 300 responses. Up to 50% of interviewees may also have been respondents to the survey. *We estimate compiling and analyzing the survey results to take 6 hours and interviews to take 1 hour each (which includes 15 minutes prep, 30-minute interview and 15-minute post-interview notes and follow up) x 60 interviews = 66 hours.*
  - 5.6 Conduct donor yield analysis. This task is performed by a data specialist with access to the District's donor data, including wealth screening data. This could be performed by the District, Adventist or a consultant, but we do not know if the District or Adventist have capacity to undertake this activity. *Accordingly, the hours to complete this task is TBD but is very roughly estimated at 16 hours.*
  - 5.7 Prepare Feasibility Study Report. GMA will compile the study results and perform analysis using interview outcomes and yield analysis data to develop recommendations. *This report is estimated to take 20 hours to prepare.*

**One-Time:** 20 + 25 + 20 + 18 + 66 + 16 + 20 = 185 hours

#### Task 6: Prepare and Submit Grant Applications (TBD)

- 6.1 Lead application development process. GMA will be project manager and lead grant writer on all applications developed.
- 6.2 Obtain necessary information from the District. GMA will solicit, obtain and review needed information from the District.
- 6.2 Manage development of all components of the application. GMA will manage the writing and development of all the components of the grant application. Depending on the size of the workload and timeframe to respond to the solicitation, we often may assign more than one person to the project.
- 6.3 Submit applications. GMA will submit applications we prepare utilizing the appropriate website, link or upload / sharing utility. The cost to pursue these opportunities is TBD.

#### Task 7: Manage Donor Campaign (TBD)

- 7.1 Work with selected subcontractor to refine donor campaign strategy and timeline
- 7.2 Oversee subcontractor implementing donor campaign, incorporate progress reports
- 7.3 Identify prime major donors who are likely to give and solicit key major gifts (the 'quiet' phase)
- 7.4 When key gifts are confirmed, prepare public-facing campaign (the 'loud' phase)
- 7.5 Implement public-facing campaign

## 7.6 Integrate Donor Campaign

### Task 8: Manage Bond / Loan Activities (TBD)

**8.1** Work with selected subcontractor to design and develop a bond funding strategy and timeline. GMA will provide guidance, oversight, support to the selected subcontractor in the design and development of the bond strategy.

**8.2** Oversee subcontractor implementing bond strategy, incorporate bond activity progress reports. GMA will provide day-to-day oversight and supervision of the subcontractor in the implementation of the bond strategy. GMA will prepare regular progress reports that includes a section on bond activity. The subcontractor will provide a report to GMA, which will be incorporated into GMA's Monthly Progress Report along with any additional commentary from GMA on the activity.

**8.3** Work with subcontractor to develop a loan strategy, identifying institutions and/or products that meet the project needs. GMA will meet regularly with the selected subcontractor

**8.4** Prepare and submit loan applications following the strategy defined in task 8.3. GMA has extensive experience preparing and submitting loan applications to financial institutions and government agencies. GMA will manage loan applications, as needed, using GMA personnel. GMA will incorporate loan application activity into progress reports.

### Implementation Schedule

As discussed above, there are going to be several decision points for the Board during this project which will determine whether or not other activities will take place, and if so, how they will be conducted and by whom. These determinations will necessarily affect the project plan and implementation schedule as well and therefore the schedule will need to be revisited when decisions are made. The schedule below identifies these points also. For the purposes of developing this schedule, we are using the assumption that the Board will want GMA to manage the RFP process for securing the donor and bond/loan consultants, and therefore GMA's proposed effort to manage that process is included. If the Board decides otherwise, we will revise the tasks and schedule accordingly, as reflected below.

#### Year 1

##### First Quarter

- Initial project plan developed
- Grant Funding identification
  - Federal and state government
  - Foundations and Nonprofits
  - Develop funding matrix
  - Determine grants to pursue with District
  - Create grants calendar
  - Continue
- Donor Campaign and Bond Feasibility Study Initiated
  - Participant pool determined

- Survey in development

#### Second Quarter

- Grant / loans identified; applications started
- Donor Campaign and Bond Feasibility Study being conducted

#### Third Quarter

- Grant / loan applications submitted
- Feasibility study results analyzed

#### Fourth Quarter

- Additional grant / loan packages identified and applied for
- Feasibility study final summary submitted to the District Board
- Board Decisions
  - Pursue Donor Campaign?
  - Pursue Bond Campaign?
- Revise project plan and implementation schedule

#### First year accomplishments:

- Funding matrix
- Grant and loan applications
- Feasibility study results
- Critical Board Decisions
  - Whether to pursue donor and bond campaigns

### Deliverables

Check in points no less than monthly, or as agreed with the District. Documents to be provided at check in points include:

- Feasibility Study Report. The final results of the feasibility study and all three assessments will be prepared in a report with our recommendations for action and strategies for implementation.
- Yield Analysis Report. This report will project the amount of revenue likely to be received from donors within the donor pool if a donor campaign is undertaken.
- Detailed proposed project plan. This plan will be provided within the first 60 days of commencing the project. Thereafter, the plan will be used as a benchmark to measure progress against. The plan will be updated after Phase 1 and otherwise as needed.
- Status / results of activities listed in plan. The Monthly Progress Reports will contain a summary of the activities conducted and compared against the project plan.
- Documentation describing each activity in the proposed project plan. The Monthly Progress Reports will contain a description of the activities conducted in

sufficient detail as to allow the District to understand the work performed. If there are supporting materials that are relevant to help explain elements of the activities conducted, such as documents, photographs, articles, etc., these may be attached to the Monthly Progress Report and discussed at the monthly team meeting.

- Documentation describing / interpreting results of related activities. The Monthly Progress Report will be organized so that each activity undertaken and reported upon will have an accompanying section in which GMA describes and interprets the results of the activities to provide both a qualitative and quantitative evaluation of the campaign's progress.
- Comparison of related activities against schedule and timeline (estimated hours) of the proposed project. Each activity reported upon within the Monthly Progress Report will also contain a restatement of the original projected timeline and time allocation for completion and a comparison to the actual timeline and time allocation and will include an explanation for any significant deviation from the targets.

### Expectations of District and Board Members

GMA generally expects the District to:

- Be responsive to our requests for information in a timely manner
- Set fundraising targets
- Make key decisions
- Monitor outputs and achievements
- Provide guidance on priorities
- Leverage connections
- Raise money

### Cost Proposal

Breakdown of services proposed with prices and terms

Task 1: Obtain Discovery and Direction

One time:	22 man-hours	@ \$175 / hr =	\$3,850
Monthly:	7 man-hours	@ \$175 / hr =	\$1,225

Task 2: Project Management and Administration

One time:	2 hours	@175 / hr =	\$350
Monthly:	6.5 hours	@175 / hr =	\$1,137.50

Task 3: Subcontracting (optional, TBD)

One time:	54 hours + TBD	@175 / hr =	\$9,450 + \$TBD
Monthly:	1 hour	@175 / hr =	\$175

Task 4: Conduct Grant Research and Identification

One time:	62 or 76 hours	@175 / hr =	\$10,850 or \$13,300
Monthly:	6.5 hours	@175 / hr =	\$1,137.50
Task 5: Conduct Philanthropic Capital Campaign Feasibility Study			
One time:	185 hours	@225 / hr =	\$41,625
Task 6: Manage Grant Campaign (optional, TBD)			
One time:	TBD	@175 / hr =	\$TBD
Monthly:	TBD	@175 / hr =	\$TBD
Task 7: Manage Donor Campaign (optional, TBD)			
One time:	TBD	@175 / hr =	\$TBD
Monthly:	TBD	@175 / hr =	\$TBD
Task 8: Manage Bond / Loan Campaign (optional, TBD)			
One time:	TBD	@175 / hr =	\$TBD
Monthly:	TBD	@175 / hr =	\$TBD
<b>Total One-Time:</b>	\$65,775 + TBD or \$68,225 + TBD		
<b>Total Monthly:</b>	\$3,675		
<b>Retainer @ 25% of low one-time:</b>	\$16,443.75		

**Terms:**

Bill for Actual Time Expended Only. GMA only bills for actual time expended on the District's project, so if less time is required for tasks than estimated here, the remaining time may be reallocated to other tasks if needed or will not be billed and therefore will result in a lower cost to the District.

Not-To-Exceed. GMA will not exceed the cost estimate provided in this proposal without the District's prior authorization. If additional time is needed on any task and is not available from reallocation from another task, GMA will notify the District as soon as this is known to discuss how to proceed. The District may authorize additional hours for the task, may constrain the work to the budget, or we can develop an alternative strategy to completing the task within the budget.

Retainer. GMA will accept a retainer of 25% of the total anticipated project cost to commence services. The retainer will be held in account and used to pay invoices generated for work performed under the contract until the retainer is exhausted.

Invoices and Statements. Invoices / statements will be provided monthly for the prior month's activity and expenses for all GMA personnel and subcontractors, which will include a summary of the starting retainer balance, the current invoice amount, payments received, the ending retainer balance, and any outstanding balance or additional retainer requested to be remitted.

Additional retainer. When the retainer is exhausted, the District may elect to submit an additional retainer for GMA to bill against. GMA may request an additional retainer if remittance time regularly exceeds 45 days.

Remittance time. When the retainer is exhausted, the District will remit payment in full for outstanding invoices within 30 days of receipt.

Interest on unpaid invoices >30 days. If the retainer is exhausted and outstanding invoices remain unpaid for more than 30 days, interest on an unpaid balance will accrue at 10% annually, compounded weekly.

List all anticipated reimbursable expenses and rates charged for each

- In the event travel is necessary, costs for travel, lodging, and food associated with travel will be reimbursed at cost without markup, not to exceed the government-recommended limits for these costs.
- In the event travel by vehicle is necessary, mileage for travel by vehicle will be reimbursed at the current IRS rate for mileage.
- If subcontractors will be managed by GMA, charges for subcontractor costs and expenses will be reimbursed at cost plus 2% for administration. Subcontractor fees are not known at this time and will be determined through the RFP process specified in Task 3.
- Any software or other third-party tools obtained for or on the District's behalf will be reimbursed at cost without markup.

Any additional fees or charges

- Printing or shipping charges will be reimbursed at cost without markup.