

# Attachment 4

## CITY OF EL PASO DE ROBLES PROFESSIONAL SERVICES AGREEMENT

This Agreement is made and entered into as of June 23, 2022 by and between the City of El Paso de Robles, a municipal corporation organized and operating under the laws of the State of California with its principal place of business at 1000 Spring Street, Paso Robles, CA 93446 ("City"), and Townsend Public Affairs, Inc., a corporation with its principal place of business at 925 L Street, Ste 1404, Sacramento, CA 95814 (hereinafter referred to as "Consultant"). City and Consultant are sometimes individually referred to as "Party" and collectively as "Parties" in this Agreement.

### RECITALS

- A. City is a public agency of the State of California and requests professional services for the following project: state and federal legislative advocacy and grant writing services (hereinafter referred to as "the Project").
- B. Consultant is duly licensed and has the necessary qualifications to provide such services.
- C. The Parties desire by this Agreement to establish the terms for City to retain Consultant to provide the services described herein.

### AGREEMENT

#### NOW, THEREFORE, IT IS AGREED AS FOLLOWS:

1. Services.

Consultant shall provide the City with the services described in the Scope of Services attached hereto as Exhibit "A."

2. Compensation.

a. Subject to paragraph 2(b) below, the City shall pay \$7,500 for services monthly, based upon the fee schedule for "OPTION I: LEGISLATIVE ADVOCACY AND GRANT FUNDING SERVICES" as outlined on Page 28 of Exhibit "A."

b. In no event shall the total amount paid for services rendered by Consultant under this Agreement exceed the sum of \$90,000. This amount is to cover all printing and related costs, and the City will not pay any additional fees for printing expenses. Periodic payments shall be made within 30 days of receipt of an invoice which includes a detailed description of the work performed. Payments to Consultant for work performed will be made on a monthly billing basis.

3. Additional Work.

If changes in the work seem merited by Consultant or the City, and informal consultations with the other party indicate that a change is warranted, it shall be processed in the following manner: a letter outlining the changes shall be forwarded to the City by Consultant with a statement of estimated changes in fee or time schedule. An amendment to this Agreement shall

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be prepared by the City and executed by both Parties before performance of such services, or the City will not be required to pay for the changes in the scope of work. Such amendment shall not render ineffective or invalidate unaffected portions of this Agreement.

## 4. Maintenance of Records.

Books, documents, papers, accounting records, and other evidence pertaining to costs incurred shall be maintained by Consultant and made available at all reasonable times during the contract period and for four (4) years from the date of final payment under the contract for inspection by City.

## 5. Term

This Agreement shall commence as of the date of approval by the City Council, which date is stated at the beginning of this agreement and continue until June 30, 2023, unless terminated as outlined in paragraph 16. The Parties may, by mutual, written consent, amend and extend the term of this Agreement by one additional 12-month term at any time during the original term of this Agreement.

## 6. Delays in Performance.

a. Neither City nor Consultant shall be considered in default of this Agreement for delays in performance caused by circumstances beyond the reasonable control of the non-performing party. For purposes of this Agreement, such circumstances include but are not limited to, abnormal weather conditions; floods; earthquakes; fire; epidemics; war; riots and other civil disturbances; strikes, lockouts, work slowdowns, and other labor disturbances; sabotage or judicial restraint.

b. Should such circumstances occur, the non-performing party shall, within a reasonable time of being prevented from performing, give written notice to the other party describing the circumstances preventing continued performance and the efforts being made to resume performance of this Agreement.

## 7. Compliance with Law.

a. Consultant shall comply with all applicable laws, ordinances, codes and regulations of the federal, state and local government, including Cal/OSHA requirements.

b. If required, Consultant shall assist the City, as requested, in obtaining and maintaining all permits required of Consultant by federal, state and local regulatory agencies.

c. If applicable, Consultant is responsible for all costs of clean up and/ or removal of hazardous and toxic substances spilled as a result of his or her services or operations performed under this Agreement.

## 8. Standard of Care

Consultant's services will be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of the profession currently practicing under similar conditions.

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## 9. Assignment and Subconsultant

Consultant shall not assign, sublet, or transfer this Agreement or any rights under or interest in this Agreement without the written consent of the City, which may be withheld for any reason. Any attempt to so assign or so transfer without such consent shall be void and without legal effect and shall constitute grounds for termination. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement. Nothing contained herein shall prevent Consultant from employing independent associates, and subconsultants as Consultant may deem appropriate to assist in the performance of services hereunder.

## 10. Independent Consultant

Consultant is retained as an independent contractor and is not an employee of City. No employee or agent of Consultant shall become an employee of City. The work to be performed shall be in accordance with the work described in this Agreement, subject to such directions and amendments from City as herein provided.

11. Insurance. Consultant shall not commence work for the City until it has provided evidence satisfactory to the City it has secured all insurance required under this section. In addition, Consultant shall not allow any subcontractor to commence work on any subcontract until it has secured all insurance required under this section.

### a. Commercial General Liability

(i) The Consultant shall take out and maintain, during the performance of all work under this Agreement, in amounts not less than specified herein, Commercial General Liability Insurance, in a form and with insurance companies acceptable to the City.

(ii) Coverage for Commercial General Liability insurance shall be at least as broad as the following:

(1) Insurance Services Office Commercial General Liability coverage (Occurrence Form CG 00 01) or exact equivalent.

(iii) Commercial General Liability Insurance must include coverage for the following:

- (1) Bodily Injury and Property Damage
- (2) Personal Injury/Advertising Injury
- (3) Premises/Operations Liability
- (4) Products/Completed Operations Liability
- (5) Aggregate Limits that Apply per Project
- (6) Explosion, Collapse and Underground (UCX) exclusion deleted
- (7) Contractual Liability with respect to this Contract
- (8) Broad Form Property Damage
- (9) Independent Consultants Coverage

(iv) The policy shall contain no endorsements or provisions limiting coverage for (1) contractual liability; (2) cross liability exclusion for claims or suits by one insured

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against another; (3) products/completed operations liability; or (4) contain any other exclusion contrary to the Agreement.

(v) The policy shall give City, its officials, officers, employees, agents and City designated volunteers additional insured status using ISO endorsement forms CG 20 10 10 01 and 20 37 10 01, or endorsements providing the exact same coverage.

(vi) The general liability program may utilize either deductibles or provide coverage excess of a self-insured retention, subject to written approval by the City, and provided that such deductibles shall not apply to the City as an additional insured.

b. Automobile Liability

(i) At all times during the performance of the work under this Agreement, the Consultant shall maintain Automobile Liability Insurance for bodily injury and property damage including coverage for owned, non-owned and hired vehicles, in a form and with insurance companies acceptable to the City.

(ii) Coverage for automobile liability insurance shall be at least as broad as Insurance Services Office Form Number CA 00 01 covering automobile liability (Coverage Symbol 1, any auto).

(iii) The policy shall give City, its officials, officers, employees, agents and City designated volunteers additional insured status.

(iv) Subject to written approval by the City, the automobile liability program may utilize deductibles, provided that such deductibles shall not apply to the City as an additional insured, but not a self-insured retention.

c. Workers' Compensation/Employer's Liability

(i) Consultant certifies that he/she is aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and he/she will comply with such provisions before commencing work under this Agreement.

(ii) To the extent Consultant has employees at any time during the term of this Agreement, at all times during the performance of the work under this Agreement, the Consultant shall maintain full compensation insurance for all persons employed directly by him/her to carry out the work contemplated under this Agreement, all in accordance with the "Workers' Compensation and Insurance Act," Division IV of the Labor Code of the State of California and any acts amendatory thereof, and Employer's Liability Coverage in amounts indicated herein. Consultant shall require all subconsultants to obtain and maintain, for the period required by this Agreement, workers' compensation coverage of the same type and limits as specified in this section.

d. Professional Liability (Errors and Omissions)

At all times during the performance of the work under this Agreement the Consultant shall maintain professional liability or Errors and Omissions insurance appropriate to its profession, in

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a form and with insurance companies acceptable to the City and in an amount indicated herein. This insurance shall be endorsed to include contractual liability applicable to this Agreement and shall be written on a policy form coverage specifically designed to protect against acts, errors or omissions of the Consultant. "Covered Professional Services" as designated in the policy must specifically include work performed under this Agreement. The policy must "pay on behalf of" the insured and must include a provision establishing the insurer's duty to defend.

e. Minimum Policy Limits Required

(i) The following insurance limits are required for the Agreement:

Combined Single Limit

Commercial General Liability	\$1,000,000 per occurrence/ \$2,000,000 aggregate for bodily injury, personal injury, and property damage
Automobile Liability	\$1,000,000 per occurrence for bodily injury and property damage
Employer's Liability	\$1,000,000 per occurrence
Professional Liability	\$1,000,000 per claim and aggregate (errors and omissions)

(ii) Defense costs shall be payable in addition to the limits.

(iii) Requirements of specific coverage or limits contained in this section are not intended as a limitation on coverage, limits, or other requirement, or a waiver of any coverage normally provided by any insurance. Any available coverage shall be provided to the parties required to be named as Additional Insured pursuant to this Agreement.

f. Evidence Required

Prior to execution of the Agreement, the Consultant shall file with the City evidence of insurance from an insurer or insurers certifying to the coverage of all insurance required herein. Such evidence shall include original copies of the ISO CG 00 01 (or insurer's equivalent) signed by the insurer's representative and Certificate of Insurance (Acord Form 25-S or equivalent), together with required endorsements. All evidence of insurance shall be signed by a properly authorized officer, agent, or qualified representative of the insurer and shall certify the names of the insured, any additional insureds, where appropriate, the type and amount of the insurance, the location and operations to which the insurance applies, and the expiration date of such insurance.

g. Policy Provisions Required

(i) Consultant shall provide the City at least thirty (30) days prior written notice of cancellation of any policy required by this Agreement, except that the Consultant shall provide at least ten (10) days prior written notice of cancellation of any such policy due to non-payment of premium. If any of the required coverage is cancelled or expires during the term of this Agreement, the Consultant shall deliver renewal certificate(s) including the General

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Liability Additional Insured Endorsement to the City at least ten (10) days prior to the effective date of cancellation or expiration.

(ii) The Commercial General Liability Policy and Automobile Policy shall each contain a provision stating that Consultant's policy is primary insurance and that any insurance, self-insurance or other coverage maintained by the City or any named insureds shall not be called upon to contribute to any loss.

(iii) The retroactive date (if any) of each policy is to be no later than the effective date of this Agreement. Consultant shall maintain such coverage continuously for a period of at least three years after the completion of the work under this Agreement. Consultant shall purchase a one (1) year extended reporting period A) if the retroactive date is advanced past the effective date of this Agreement; B) if the policy is cancelled or not renewed; or C) if the policy is replaced by another claims-made policy with a retroactive date subsequent to the effective date of this Agreement.

(iv) All required insurance coverages, except for the professional liability coverage, shall contain or be endorsed to waiver of subrogation in favor of the City, its officials, officers, employees, agents, and volunteers or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby waives its own right of recovery against City, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

(v) The limits set forth herein shall apply separately to each insured against whom claims are made or suits are brought, except with respect to the limits of liability. Further the limits set forth herein shall not be construed to relieve the Consultant from liability in excess of such coverage, nor shall it limit the Consultant's indemnification obligations to the City and shall not preclude the City from taking such other actions available to the City under other provisions of the Agreement or law.

## h. Qualifying Insurers

(i) All policies required shall be issued by acceptable insurance companies, as determined by the City, which satisfy the following minimum requirements:

(1) Each such policy shall be from a company or companies with a current A.M. Best's rating of no less than A:VII and admitted to transact in the business of insurance in the State of California, or otherwise allowed to place insurance through surplus line brokers under applicable provisions of the California Insurance Code or any federal law.

## i. Additional Insurance Provisions

(i) The foregoing requirements as to the types and limits of insurance coverage to be maintained by Consultant, and any approval of said insurance by the City, is not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by the Consultant pursuant to this Agreement, including but not limited to, the provisions concerning indemnification.

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(ii) If at any time during the life of the Agreement, any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, City has the right but not the duty to obtain the insurance it deems necessary and any premium paid by City will be promptly reimbursed by Consultant or City will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, City may cancel this Agreement.

(iii) The City may require the Consultant to provide complete copies of all insurance policies in effect for the duration of the Project.

(iv) Neither the City nor any of its officials, officers, employees, agents or volunteers shall be personally responsible for any liability arising under or by virtue of this Agreement.

j. Subconsultant Insurance Requirements. Consultant shall not allow any subcontractors or subconsultants to commence work on any subcontract until they have provided evidence satisfactory to the City that they have secured all insurance required under this section. Policies of commercial general liability insurance provided by such subcontractors or subconsultants shall be endorsed to name the City as an additional insured using ISO form CG 20 38 04 13 or an endorsement providing the exact same coverage. If requested by Consultant, City may approve different scopes or minimum limits of insurance for particular subcontractors or subconsultants.

## 12. Indemnification.

a. To the fullest extent permitted by law, Consultant shall defend (with counsel of City's choosing), indemnify and hold the City, its officials, officers, employees, volunteers, and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or incident to any acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's services, the Project or this Agreement, including without limitation the payment of all damages, expert witness fees and attorney's fees and other related costs and expenses. Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by Consultant, the City, its officials, officers, employees, agents, or volunteers.

b. If Consultant's obligation to defend, indemnify, and/or hold harmless arises out of Consultant's performance of "design professional" services (as that term is defined under Civil Code section 2782.8), then, and only to the extent required by Civil Code section 2782.8, which is fully incorporated herein, Consultant's indemnification obligation shall be limited to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant, and, upon Consultant obtaining a final adjudication by a court of competent jurisdiction, Consultant's liability for such claim, including the cost to defend, shall not exceed the Consultant's proportionate percentage of fault.

## 13. California Labor Code Requirements.

a. Consultant is aware of the requirements of California Labor Code Sections 1720 et seq. and 1770 et seq., which require the payment of prevailing wage rates and the performance of other requirements on certain "public works" and "maintenance" projects

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("Prevailing Wage Laws"). If the services are being performed as part of an applicable "public works" or "maintenance" project, as defined by the Prevailing Wage Laws, and if the total compensation is \$1,000 or more, Consultant agrees to fully comply with such Prevailing Wage Laws. Consultant shall defend, indemnify and hold the City, its officials, officers, employees and agents free and harmless from any claims, liabilities, costs, penalties or interest arising out of any failure or alleged failure to comply with the Prevailing Wage Laws. It shall be mandatory upon the Consultant and all subconsultants to comply with all California Labor Code provisions, which include but are not limited to prevailing wages (Labor Code Sections 1771, 1774 and 1775), employment of apprentices (Labor Code Section 1777.5), certified payroll records (Labor Code Sections 1771.4 and 1776), hours of labor (Labor Code Sections 1813 and 1815) and debarment of contractors and subcontractors (Labor Code Section 1777.1). The requirement to submit certified payroll records directly to the Labor Commissioner under Labor Code section 1771.4 shall not apply to work performed on a public works project that is exempt pursuant to the small project exemption specified in Labor Code Section 1771.4.

b. If the services are being performed as part of an applicable "public works" or "maintenance" project, then pursuant to Labor Code Sections 1725.5 and 1771.1, the Consultant and all subconsultants performing such services must be registered with the Department of Industrial Relations. Consultant shall maintain registration for the duration of the Project and require the same of any subconsultants, as applicable. This Project may also be subject to compliance monitoring and enforcement by the Department of Industrial Relations. It shall be Consultant's sole responsibility to comply with all applicable registration and labor compliance requirements. Notwithstanding the foregoing, the contractor registration requirements mandated by Labor Code Sections 1725.5 and 1771.1 shall not apply to work performed on a public works project that is exempt pursuant to the small project exemption specified in Labor Code Sections 1725.5 and 1771.1.

c. This Agreement may also be subject to compliance monitoring and enforcement by the Department of Industrial Relations. It shall be Consultant's sole responsibility to comply with all applicable registration and labor compliance requirements. Any stop orders issued by the Department of Industrial Relations against Consultant or any subcontractor that affect Consultant's performance of services, including any delay, shall be Consultant's sole responsibility. Any delay arising out of or resulting from such stop orders shall be considered Consultant caused delay and shall not be compensable by the City. Consultant shall defend, indemnify and hold the City, its officials, officers, employees and agents free and harmless from any claim or liability arising out of stop orders issued by the Department of Industrial Relations against Consultant or any subcontractor.

## 14. Verification of Employment Eligibility.

By executing this Agreement, Consultant verifies that it fully complies with all requirements and restrictions of state and federal law respecting the employment of undocumented aliens, including, but not limited to, the Immigration Reform and Control Act of 1986, as may be amended from time to time, and shall require all subconsultants and sub-subconsultants to comply with the same.

## 15. Laws and Venue.

This Agreement shall be interpreted in accordance with the laws of the State of California. If any action is brought to interpret or enforce any term of this Agreement, the action shall be brought in a state or federal court situated in the County of San Luis Obispo, State of California.



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## 16. Termination or Abandonment

a. City has the right to terminate or abandon any portion or all of the work under this Agreement by giving ten (10) calendar days written notice to Consultant. In such event, City shall be immediately given title and possession to all original field notes, drawings and specifications, written reports and other documents produced or developed for that portion of the work completed and/or being abandoned. City shall pay Consultant the reasonable value of services rendered for any portion of the work completed prior to termination. If said termination occurs prior to completion of any task for the Project for which a payment request has not been received, the charge for services performed during such task shall be the reasonable value of such services, based on an amount mutually agreed to by City and Consultant of the portion of such task completed but not paid prior to said termination. City shall not be liable for any costs other than the charges or portions thereof which are specified herein. Consultant shall not be entitled to payment for unperformed services, and shall not be entitled to damages or compensation for termination of work.

b. Consultant may terminate its obligation to provide further services under this Agreement upon thirty (30) calendar days' written notice to City only in the event of substantial failure by City to perform in accordance with the terms of this Agreement through no fault of Consultant.

17. Documents. Except as otherwise provided in "Termination or Abandonment," above, all original field notes, written reports, Drawings and Specifications and other documents, produced or developed for the Project shall, upon payment in full for the services described in this Agreement, be furnished to and become the property of the City.

## 18. Organization

Consultant shall assign Casey Elliot as Project Manager. The Project Manager shall not be removed from the Project or reassigned without the prior written consent of the City.

## 19. Limitation of Agreement.

This Agreement is limited to and includes only the work included in the Project described above.

## 20. Notice

Any notice or instrument required to be given or delivered by this Agreement may be given or delivered by depositing the same in any United States Post Office, certified mail, return receipt requested, postage prepaid, addressed to:

CITY:

City of El Paso de Robles

1000 Spring Street

Paso Robles, CA 93446

Attn: Chris Huot, City Manager's Office

CONSULTANT:

Townsend Public Affairs, Inc.

925 L Street, Ste 1404,

Sacramento, CA 95814

Attn: Casey Elliot, Vice President

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and shall be effective upon receipt thereof.

## 21. Third Party Rights

Nothing in this Agreement shall be construed to give any rights or benefits to anyone other than the City and the Consultant.

## 22. Equal Opportunity Employment.

Consultant represents that it is an equal opportunity employer and that it shall not discriminate against any employee or applicant for employment because of race, religion, color, national origin, ancestry, sex, age or other interests protected by the State or Federal Constitutions. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination.

## 23. Entire Agreement

This Agreement, with its exhibits, represents the entire understanding of City and Consultant as to those matters contained herein, and supersedes and cancels any prior or contemporaneous oral or written understanding, promises or representations with respect to those matters covered hereunder. Each party acknowledges that no representations, inducements, promises or agreements have been made by any person which are not incorporated herein, and that any other agreements shall be void. This Agreement may not be modified or altered except in writing signed by both Parties hereto. This is an integrated Agreement.

## 24. Severability

The unenforceability, invalidity or illegality of any provision(s) of this Agreement shall not render the provisions unenforceable, invalid or illegal.

## 25. Successors and Assigns

This Agreement shall be binding upon and shall inure to the benefit of the successors in interest, executors, administrators and assigns of each party to this Agreement. However, Consultant shall not assign or transfer by operation of law or otherwise any or all of its rights, burdens, duties or obligations without the prior written consent of City. Any attempted assignment without such consent shall be invalid and void.

## 26. Non-Waiver

None of the provisions of this Agreement shall be considered waived by either party, unless such waiver is specifically specified in writing.

## 27. Time of Essence

Time is of the essence for each and every provision of this Agreement.

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## 28. City's Right to Employ Other Consultants

City reserves its right to employ other consultants, including engineers, in connection with this Project or other projects.

## 29. Prohibited Interests

Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no director, official, officer or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

**[SIGNATURES ON FOLLOWING PAGE]**


# Attachment 4


## SIGNATURE PAGE FOR PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF EL PASO DE ROBLES AND TOWNSEND PUBLIC AFFAIRS, INC.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first written above.


CITY OF EL PASO DE ROBLES

TOWNSEND PUBLIC AFFAIRS, INC.

By:   
Chris Huot for (Jun 23, 2022 09:00 PDT)  
Ty Lewis  
City Manager

By:   
Christopher Townsend  
President, Townsend Public Affairs, Inc.

ATTEST:

By:   
Melissa Boyer  
City Clerk

CITY ATTORNEY APPROVAL:

By:   
Elizabeth Wagner Hull (Jun 23, 2022 09:15 PDT)  
Elizabeth Hull  
City Attorney

REVIEWED:

By:   
Chris Huot  
Assistant City Manager

Exhibit "A"



[WWW.TOWNSENDPA.COM](http://WWW.TOWNSENDPA.COM)  
SACRAMENTO • WASHINGTON, DC  
NORTHERN CALIFORNIA • CENTRAL CALIFORNIA  
SOUTHERN CALIFORNIA

**Proposal for  
Legislative Advocacy  
and Grant Funding Services**

**May 2, 2022**



May 2, 2022

Ty Lewis, City Manager  
City of Paso Robles  
1000 Spring Street  
Paso Robles, CA 93446

Dear Mr. Lewis:

Thank you for the opportunity for Townsend Public Affairs, Inc. ("TPA") to submit our proposal for Legislative Advocacy and Grant Funding Services to the City of Paso Robles ("City").

Since its inception in 1998, TPA has earned the reputation as ***Champions for Better Communities*** by providing the experience, resources, and relationships expected from a premier legislative advocacy and grant writing firm while also giving clients the unique brand of customer service they deserve: personal attention, maximum accessibility, and passion for their mission.

Our strategic approach to advocacy and funding is tailored to meet the individual needs of each client by leveraging the breadth and depth of our team as well as our vast network of relationships with key stakeholders and decision makers.

***Utilizing this method on behalf of our clients, TPA has shepherded over 100 legislative and regulatory proposals into law, and secured over \$2.3 billion in grants from state, federal, and local government agencies as well as nonprofit foundations and private companies.***

Thank you again for your interest in our firm and your consideration of this proposal. Please contact us if you have any questions or need additional information. We would be honored to serve the City of Paso Robles.

Yours truly,

A handwritten signature in blue ink, appearing to read "Christopher Townsend".

Christopher Townsend  
President



TPA is a state and federal legislative advocacy and grant writing firm that provides lobbying and funding services to public agencies and nonprofit organizations throughout California.

- Founder/Owner/President: Christopher Townsend
- Advocacy Success: Shepherded **over 100** client-sponsored legislative proposals into law
- Funding Success: Over **\$2.3 billion** in state, federal, and local government grants as well as grants from nonprofit organizations and private companies
- Longevity: 24 years (founded in 1998)
- Number of Employees: 16
- Number of Registered State and Federal Lobbyists and Grant Writers: 14
- Number of Offices: Five
  - TPA State Capitol Office, Sacramento
  - TPA Federal Office, Washington, DC
  - TPA Northern California Office, Oakland
  - TPA Central California Office, Fresno
  - TPA Southern California Office, Newport Beach
- Types of Clients:
  - City Governments
  - County Governments
  - Water and Sanitation Districts
  - Transportation Districts
  - K-12 School Districts
  - Community College Districts
  - Parks and Recreation Districts
  - Fire Protection Districts
  - Museums, Science Centers, and Cultural Facilities
- Areas of Specialization:
  - Local Governance (Cities, Counties, Special Districts)
  - Transportation Policy and Infrastructure
  - Water and Sanitation Policy and Infrastructure
  - Education Policy and Infrastructure
  - Housing and Economic Development
  - Parks and Community Facilities (Recreational, Cultural, Historical)
  - Energy, Environment, and Natural Resources
  - Public Safety
  - Budget and Finance
- Ranking by Revenue Reported to the California Secretary of State:
  - 8<sup>th</sup> of 486 Firms Registered for 2019-20 Legislative Session
  - 98<sup>th</sup> Percentile



### LEGISLATIVE ADVOCACY ACHIEVEMENTS

Policy Sector	Issue	Description
Local Governance	Local Control and Finance	<ul style="list-style-type: none"> <li>Public Facilities and Finance</li> <li>Public Employee Programs</li> <li>Contractual Assessment Programs</li> <li>Infrastructure Financing Opportunities</li> </ul>
	Public Employee Benefits	<ul style="list-style-type: none"> <li>PEPRA Compliance</li> <li>JPA Benefits</li> <li>Medical Benefits Vesting</li> </ul>
	Cannabis	<ul style="list-style-type: none"> <li>Drafting Local and State Cannabis Regulations</li> <li>Local Control</li> </ul>
Transportation	Local Streets and Roads	<ul style="list-style-type: none"> <li>State Highway Relinquishments</li> <li>Local Venue Signage on State Highways</li> </ul>
	State Highway System	<ul style="list-style-type: none"> <li>State Bond Funding for Highway Projects</li> <li>Expansion of Toll Lanes/Toll Roads</li> </ul>
Water and Sanitation	Water Quality	<ul style="list-style-type: none"> <li>Drinking Water Public Health Regulations</li> <li>Groundwater Pollution Liability</li> <li>Groundwater Management Plans</li> <li>Direct/Indirect Potable Reuse</li> </ul>
	Water Infrastructure	<ul style="list-style-type: none"> <li>State Bond Funding for Water Projects</li> <li>Local Reliability Projects</li> <li>Water Conservation Programs</li> </ul>
	Sanitation Infrastructure	<ul style="list-style-type: none"> <li>Integrated Regional Watershed Projects</li> <li>Advanced Water Treatment Facilities</li> </ul>
Housing and Community Development	Affordable Housing	<ul style="list-style-type: none"> <li>Developing Funding for Affordable Housing</li> <li>Expanding Affordable Housing Eligibility</li> </ul>
	Economic Development	<ul style="list-style-type: none"> <li>Capital Investment Incentive Program Expansion</li> <li>Enterprise Zone Program Regulations</li> <li>Military Base Re-Use Land Planning</li> </ul>
	Redevelopment	<ul style="list-style-type: none"> <li>Agency Dissolution Process</li> <li>Developing Post-RDA Funding Sources</li> <li>State Liability Reduction</li> </ul>
Recreation and Natural Resources	Park Facilities	<ul style="list-style-type: none"> <li>Joint-Use Projects with Schools Districts</li> <li>State Bond Funding for Local Park Projects (Propositions 11, 68, and 84)</li> </ul>
	Greenhouse Gas Reduction	<ul style="list-style-type: none"> <li>TOD Housing to Support Cap and Trade Objectives</li> <li>Increase Transit Accessibility for Active Transportation</li> </ul>
Cultural and Historical Resources	Cultural Facilities	<ul style="list-style-type: none"> <li>CA Cultural and Historical Endowment</li> <li>CA Nature Education Facilities Program</li> </ul>
Public Safety	Public Health	<ul style="list-style-type: none"> <li>Air Pollution Reduction Methods</li> <li>Treatment of the Remains of a Deceased</li> <li>Veteran Resources</li> </ul>
	Crime Reduction	<ul style="list-style-type: none"> <li>Sex Trafficking Control</li> <li>Gun Control</li> </ul>
	Local Law Enforcement	<ul style="list-style-type: none"> <li>Increasing Local Police Presence/COPS</li> <li>Police Body Cameras</li> <li>Regional Public Safety Task Force Initiatives</li> </ul>
Education	Community College Districts	<ul style="list-style-type: none"> <li>Veterans Resources</li> <li>Alternative Energy Job Training</li> <li>ADA Reform</li> </ul>
	K-12 School Districts	<ul style="list-style-type: none"> <li>K-12 Safety Planning Programs</li> <li>Joint Use Projects with Civic Agencies</li> </ul>
	School Facilities	<ul style="list-style-type: none"> <li>Charter School Facilities Funding</li> <li>Community College Facilities Funding</li> <li>K-12 School District Facilities Funding</li> </ul>

***A DETAILED SCHEDULE OF OUR STATE, FEDERAL, AND LOCAL LEGISLATIVE ADVOCACY ACHIEVEMENTS CAN BE PROVIDED UPON REQUEST***





### FY 2021-22 STATE BUDGET EARMARKS

This table provides an overview of the budget earmarks that TPA secured on behalf of our clients in the State Budget for FY 2021-22. TPA strategized with our clients to identify priority projects and transform them into budget requests. TPA then worked closely and diligently with Members of the Assembly and Senate (and their staff), the Budget Committees, the Governor's Administration, and other key stakeholders to ensure our client projects were included in the final official budget.

Client Name	Project	Amount Awarded
City of Costa Mesa	Regional Fire and Rescue Facility Improvements	\$2,500,000
City of Del Mar	Del Mar Fairgrounds Operating Shortfall	\$3,500,000
City of Emeryville	Affordable Housing Site Remediation	\$2,500,000
City of Farmersville	Fire Engine Acquisition	\$750,000
City of Fremont	Mission Blvd Interchange Modernization Project	\$7,200,000
City of Fullerton	Hunt Library Restoration	\$2,750,000
	Homelessness Recuperative Center	\$4,000,000
City of Half Moon Bay	Carter Park Renovation Project	\$4,750,000
City of Hayward	Hayward Navigation Center	\$662,000
	South Hayward Youth Family Center Project	\$1,000,000
City of Irvine	Bommer Canyon Fire Prevention Efforts	\$1,000,000
City of Lafayette	Safe Pathway for Children Trail	\$238,000
City of Modesto	Infrastructure Improvements to County Islands	\$5,000,000
City of Oakland	Oakland Fund for Public Innovation for the California Entrepreneurship Capital in the Community Initiative	\$8,000,000
	Local Jurisdiction Assistance for Cannabis Equity Program	\$9,905,020
	Oakland MACRO Project	\$10,000,000
	Port of Oakland Freight and Passenger Infrastructure Enhancements	\$280,000,000
City of Pismo Beach	Public Safety Communications Equipment	\$470,000
City of Reedley	Olson/Kings River Sewer Main Replacement	\$2,800,000
City of San Leandro	Memorial Park Rehabilitation Project	\$2,750,000
City of San Pablo	Alternative Policing and Mental Health Program	\$2,000,000
City of Santa Ana	Youth Facilities Improvements	\$4,000,000
City of South San Francisco	Vehicle License Fee Adjustment	\$3,000,000
City of Tracy	Multi-Generational Recreation Center	\$5,000,000
City of Tustin	New Emergency Backup Generator	\$1,500,000
Discovery Science Foundation	Discovery Cube of Orange County Re-Opening Operating Expenses	\$2,040,000
	Discovery Cube of Los Angeles Re-opening Operating Expenses	\$2,600,000
North Orange County Public Safety Task Force	North Orange County Public Safety and Homelessness Task Force Program Extension	\$7,800,000
<b>TOTAL FY 2021-22 STATE BUDGET EARMARKS</b>		<b>\$377,715,020</b>



### FY 2020-21 STATE BUDGET EARMARKS

Due to COVID, there were no budget earmarks in the FY 2020-21 State Budget.

### FY 2019-20 STATE BUDGET EARMARKS

This table provides an overview of the budget earmarks that TPA secured on behalf of our clients in the State Budget for FY 2019-20. TPA strategized with our clients to identify priority projects and transform them into budget requests. TPA then worked closely and diligently with Members of the Assembly and Senate (and their staff), the Budget Committees, the Governor's Administration, and other key stakeholders to ensure our client projects were included in the final official budget.

Client Name	Project	Amount Awarded
City of Agoura Hills	Stormwater Treatment Project	\$1,000,000
City of Avalon	Underground Fuel Tank Removal and Replacement	\$500,000
City of Buena Park	Historical Facilities Renovations	\$500,000
City of Costa Mesa	Lions Community Park	\$1,000,000
City of Dinuba	Water Well Replacement	\$1,000,000
City of Huntington Beach	Multi-Use Blufftop Path	\$1,700,000
City of Laguna Beach	Laguna Canyon Road Fuel Modification	\$1,000
City of Oakland	Public Safety Projects	\$4,000,000
	Bus Services	\$1,000,000
City of Selma	Storm Drain, Storage, and Recharge	\$1,500,000
Discovery Cube of Los Angeles	Natural Resources Pavilion	\$5,000,000
Discovery Cube of Orange County	Property Acquisition/Parking Structure	\$10,000,000
East Contra Costa Fire Protection District	Equipment, Vehicles, and Facilities Acquisitions and Improvements	\$500,000
North County Transit District	Del Mar Bluffs Stabilization Project	\$6,130,000
Tri Valley Cities Coalition	Dublin Sports Grounds All-Abilities Playground	\$1,400,000
<b>TOTAL FY 2019-20 STATE BUDGET EARMARKS</b>		<b>\$36,230,000</b>

## CUMULATIVE TOTAL STATE BUDGET EARMARKS

FOR FY 2019-20 AND FY 2021-22:

# \$413,945,020



### FY 2021-22 FEDERAL APPROPRIATIONS EARMARKS

This table provides an overview of the appropriations earmarks that TPA secured on behalf of our clients in the Federal Appropriations legislation for FY 2021-22. TPA strategized with our clients to identify priority projects and transform them into appropriations requests. TPA then worked closely and diligently with Members of Congress and the U.S. Senate (and their staff), the appropriations committees, the President’s administration, and other key stakeholders to ensure our client projects were included in the final appropriations legislation.

Client Name	Project	Amount Awarded
Amity Foundation	Mother's Hub Residence	\$2,838,521
Cities of Anaheim, Brea, Buena Park, Fullerton, Stanton, Placentia	North Orange County Public Safety and Homelessness Task Force	\$5,000,000
Cities of Dublin, Livermore, and Pleasanton	AXIS Mental Health Urgent Care	\$450,000
City of Agoura Hills	Community Center	\$1,000,000
City of Beaumont	Pennsylvania Avenue Widening	\$1,500,000
City of Berkeley	African American Holistic Resource Center	\$1,000,000
City of Brea	Tracks at Brea Extension	\$2,000,000
City of Chino Hills	Open Space Fuel Reduction	\$565,000
City of El Monte	MacLaren Community Park Project	\$1,500,000
City of Emeryville	Contaminated Remediation for Housing	\$2,000,000
City of Hesperia	Maple Avenue Street Improvements	\$2,000,000
City of Huntington Beach	Sand Mitigation	\$15,500,000
	Mobile Crisis Response Program	\$500,000
City of Murrieta	Homeless Outreach Services Funding	\$500,000
City of Oakland	Mental Health Resilience Project	\$1,230,000
	Mental Health Resilience Project	\$734,000
	Broadway - Bus and Pedestrian Safety	\$2,000,000
	Violence Prevention Project	\$200,000
City of Placentia	Golden Avenue Bridge	\$2,200,000



<b>City of San Ramon</b>	Iron Horse Trail Crow Canyon Road Iron Horse Trail Bicycle-Pedestrian Overcrossing	\$2,000,000
<b>City of Santa Clara</b>	City of Santa Clara De La Cruz Blvd, Lick Mill Blvd, and Scott Blvd Bicycle Projects	\$2,725,000
<b>City of Stanton</b>	Orangewood Parkette	\$850,000
<b>Discovery Cube of Orange County</b>	Land Acquisition and Development for Sustainability Festival	\$2,000,000
<b>East Contra Costa Fire Protection District</b>	Fire Station	\$1,500,000
<b>Guadalupe Union School District</b>	LeRoy Park	\$1,700,000
<b>North County Transit District</b>	Hydrogen Fuel Cell Electric Bus Station	\$1,717,836
<b>Rancho Santiago Community College District</b>	RSCCD Digital Access Consortium	\$2,000,000
<b>Town of Danville</b>	Danville Townwide Traffic Signal Modernization	\$1,000,000
	Iron Horse Trail Bridge, Nature Park, and Pedestrian Safety Project	\$350,000
<b>Yorba Linda Water District</b>	Heli-Hydrant	\$500,000
<b>TOTAL FY 2021-22 FEDERAL APPROPRIATIONS EARMARKS</b>		<b>\$59,060,357</b>

## TOTAL FEDERAL APPROPRIATIONS EARMARKS FOR FY 2021-22:

# \$59,060,357



### GRANT FUNDING ACHIEVEMENTS

This table provides an overview of our grant funding achievements on behalf of our clients from state, federal, and local government agencies as well as private and nonprofit grant programs.

These amounts represent grants secured through a competitive and/or legislative process and do NOT include any funds awarded to clients via formulas or related forms of funding entitlements.

Policy Sector	State Funding	Federal Funding	All Sources
<b>Water and Sanitation</b>	\$126.6 Million	\$8.7 Million	\$135.3 Million
<b>Transportation</b>	\$568.7 Million	\$131.1 Million	\$699.8 Million
<b>Education</b>	\$248.0 Million	\$46.8 Million	\$294.8 Million
<b>Parks and Recreation</b>	\$154.7 Million	\$30.1 Million	\$184.85 Million
<b>Cultural Resources</b>	\$120.0 Million	\$10.3 Million	\$130.3 Million
<b>Housing and Development</b>	\$694.8 Million	\$11.8 Million	\$706.6 Million
<b>Public Safety</b>	\$106.5 Million	\$66.7 Million	\$173.2 Million
<b>TOTAL</b>	<b>\$2.019 Billion</b>	<b>\$305.5 Million</b>	<b>\$2.325 Billion</b>

***A DETAILED 20-PAGE SCHEDULE OF OUR STATE, FEDERAL, AND LOCAL GRANT FUNDING ACHIEVEMENTS CAN BE PROVIDED UPON REQUEST***



**STATE GOVERNMENT**

- City Legislative Delegation:
  - Senator John Laird
  - Assembly Member Jordan Cunningham
  
- Governor's Administration and Agency Leadership:
  - Governor Gavin Newsom
    - Senior Counselor Jason Elliott
    - Executive Secretary Jim DeBoo
    - Cabinet Secretary Ana Matosantos
  - Lieutenant Governor Eleni Kounalakis
  - State Treasurer Fiona Ma
  - State Controller Betty Yee
  - Attorney General Rob Bonta
  - Superintendent of Public Instruction Tony Thurmond
  - Secretary Wade Crowfoot, Natural Resources Agency
  - Secretary Toks Omishakin, California State Transportation Agency
  - Secretary Jared Blumenfeld, California Environmental Protection Agency
  - Secretary Lourdes Castro Ramirez, Business, Consumer Services, and Housing Agency
  - Director Armando Quintero, Department of Parks and Recreation
  - Director Karla Nemeth, Department of Water Resources
  - Director Keely Bosler, Department of Finance
  - Director Gustavo Velasquez, Department of Housing and Community Development
  
- State Legislative Leadership:
  - Senate President Pro Tempore Toni Atkins
  - Senate Republican Leader Scott Wilk
  - Assembly Speaker Anthony Rendon
  - Assembly Republican Leader Marie Waldron
  
- Key Legislative Committees:
  - Senate Budget Committee,
  - Assembly Budget Committee
  - Senate Governance and Finance Committee
  - Assembly Local Government Committee

### FEDERAL GOVERNMENT

- City Legislative Delegation:
  - Senator Dianne Feinstein
  - Senator Alex Padilla
  - Congressman Salud Carbajal
  
- President's Administration and Federal Agencies:
  - White House Office of Intergovernmental Affairs
  - Department of Agriculture
  - Department of Commerce
  - Department of Education
  - Department of Homeland Security
  - Department of Housing and Urban Development
  - Department of the Interior
  - Department of Justice
  - Department of Labor
  - Department of Transportation
  - Army Corps of Engineers
  - Bureau of Reclamation
  - Economic Development Administration
  - Environmental Protection Agency
  - Fish and Wildlife Service
  - National Marine Fisheries Service
  - National Park Service
  
- Key Legislative Committees:
  - House Appropriations Committee
    - Lucille Roybal-Allard
    - Barbara Lee
  - Ken Calvert
  - David Valadao
  - Mike Garcia
  - Josh Harder
  
- Energy and Commerce Committee
  - Anna Eshoo
  - Doris Matsui
  - Jerry McNerney
  - Tony Cardenas
  - Raul Ruiz
  - Scott Peters
  - Nanette Diaz Barragán
  
- House Ways and Means Committee
  - Mike Thompson
  - Linda Sánchez
  - Judy Chu
  - Jimmy Panetta
  - Jimmy Gomez
  - Devin Nunes
  
- Transportation and Infrastructure Committee
  - Grace Napolitano
  - John Garamendi
  - Jared Huffman
  - Julia Brownley
  - Doug LaMalfa
  - Alan Lowenthal
  - Mark DeSaulnier
  - Salud Carbajal
  - Michelle Steel

***A DETAILED LIST OF OUR STATE, FEDERAL, AND LOCAL RELATIONSHIPS CAN BE PROVIDED UPON REQUEST***



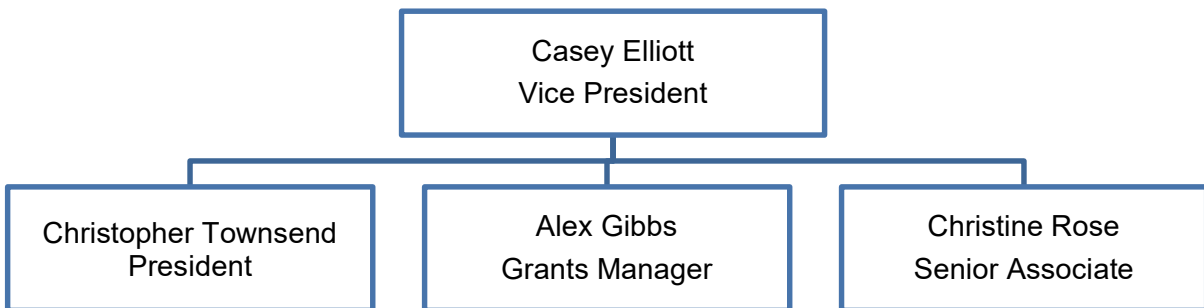
TPA uses a strategic and comprehensive approach to legislative advocacy and grant funding that will be tailored to meet the specific needs of the City. With a team of 14 registered state and federal lobbyists and grant writers, TPA has the breadth and depth of experience AND the ability to deploy as many lobbyists and grant writers as needed to maximize success for the City.

The project manager, TPA Vice President Casey Elliott, will serve as the primary point of contact for the City on all advocacy and funding issues. Grants Manager Alex Gibbs will work with Casey and the client service team to provide strategic grant funding services to the City to ensure that no single funding opportunity is missed. TPA Senior Associate Christine Rose to help draft grant applications and identify funding opportunities the City is eligible for.

The proposed team will also be supported by an additional ten (10) TPA lobbyists. TPA President Christopher Townsend will personally engage in the City’s funding and advocacy priorities to leverage his aggregation of state and federal relationships to ensure quality control of all deliverables.

TPA following team of key personnel to work on behalf of the City:

- |   |   |
|---|---|
| <b>1. Casey Elliott</b><br><i>Vice President</i><br>Project Manager/Lead Lobbyist   | <b>3. Christopher Townsend</b><br><i>President</i><br>Strategic Advisor |
| <b>2. Alex Gibbs</b><br><i>Grants Manager</i><br>Deputy Project Manager/Grant Write | <b>4. Christine Rose</b><br><i>Senior Associate</i><br>Grant Writer     |



Resumes for each member of the proposed Client Service team begin on the following page.







**Christopher Townsend, President:** Christopher founded TPA in 1998 and has 40 years of experience in public affairs, legislative advocacy, and grant writing. Christopher and TPA have represented over 315 clients, including 235 local public agencies, such as cities, counties, transportation agencies, water and sanitation districts, elementary and secondary school districts, community college districts, park and recreation districts, and other special districts, as well as nonprofit organizations.

### **Townsend Public Affairs, Inc.**

*President*

*1998-Present*

Christopher provides leadership to a team of 13 advocates and grant writers while managing the development and implementation of strategies for the agendas of each client. His achievements include:

- Under Christopher's leadership, TPA has become one of the most successful advocacy firms in California (and is continually recognized as a "top ten" firm registered with the California Secretary of State) while still providing the personalized attention and focus of a small boutique firm.
- Under Christopher's leadership, TPA has shepherded **over 100** legislative and regulatory proposals into law over a wide range of policy areas, including local governance, water and sanitation, transportation, housing and economic development, parks and natural resources, historical and cultural resources, elementary and secondary education, higher education, and public safety. The bipartisan capabilities of the firm are evidenced by legislative and funding successes over the tenure of several federal and state administrations, including: President Bill Clinton, George W. Bush, Barack Obama, Donald Trump, and Governors Pete Wilson, Gray Davis, Arnold Schwarzenegger, Jerry Brown, and Gavin Newsom.
- Christopher and his team have secured over **\$2.2 billion** in local, regional, state, and federal government grants as well as private and nonprofit grants for a multitude of legacy projects in the policy sectors of water and sanitation, transportation, education, housing and economic development, parks and natural resources, historical and cultural resources, and public safety.
- Maintains close bi-partisan relationships with several members of the California Congressional delegation, including Senators Feinstein and Padilla, and Representatives Torres, Lowenthal, Porter, Levin, Correa, Lee, Swalwell, Napolitano, Garamendi, Carbajal, Desaulnier, Sanchez, Lieu, Harder, McNerney, Calvert, Garcia, Steel, and Kim.
- Christopher and TPA have participated in the development and implementation of several California bond propositions for the statewide ballot to provide capital funding for major infrastructure projects, including water and sanitation, transportation, education, housing and economic development, parks and natural resources, and historical and cultural resources, including Propositions 1, 1B, 1C, 1D, 1E, 12, 13, 14, 40, 47, 50, 55, 68 and 84. Most recently, Christopher worked closely with the State Legislature and the Governor's

office on the drafting of SB 5 (De Leon), which authorized a **\$4 billion** park bond that was approved on the November 2018 statewide ballot as Proposition 68.

- In 1999, Christopher was appointed by Assembly Speaker Antonio Villaraigosa to serve on the Speaker's Commission on State and Local Government Finance.
- In 1997, Christopher was appointed by Assembly Speaker Cruz Bustamante to serve on the California Film Commission.

### **PepsiCo/Taco Bell Corp., Irvine, CA**

*Senior Director, Government & Community Affairs*

1992-1998

Christopher managed and directed government and media relations, crisis management, internal communications, and marketing publicity. Christopher also managed the political action committee for state and federal political races. Additionally, Christopher managed community relations initiatives, corporate philanthropy, and the Taco Bell Foundation.

### **Stein-Brief Group, Inc., Dana Point, CA**

*Vice President, Public Affairs*

1982-1992

Christopher directed government, community, and media relations at the level, state, and federal levels, including the management of all political, civic, charitable, and cultural activities. Christopher provided land-use planning and entitlement process analysis for domestic and international projects. Christopher also managed activities with numerous state and federal agencies to ensure compliance with all applicable laws and regulations governing land use. Finally, Christopher created and directed a political action committee that supported various local, state, and federal candidates and ballot initiatives.

### **JFK School of Government, Harvard University, Cambridge, MA**

*Master of Public Administration*

1991

### **Claremont McKenna College, Claremont, CA**

*Bachelor of Arts, Political Science, Magna cum Laude, Political Science Honors Prize*

1982

### **Coro Fellow**

*Southern California*

1981

### **Harry S Truman Scholar**

*California*

1980





**Casey Elliott, Vice President:** Casey brings 20 years of legislative and public policy experience to TPA. Casey develops and implements legislative strategies for local public agency clients throughout California. Casey maintains relationships with key members and staff of the State Legislature, the Administration, and select state agencies. Casey has expertise in the policy sectors of municipal finance, budget, redevelopment, education, local governance, water resources, parks and recreation, and cultural resources.

### Townsend Public Affairs, Inc.

*Vice President*

*2006-Present*

As Vice President, Casey oversees a team of 13 TPA lobbyists registered with the California Secretary of State. Casey provides timely expert analysis of legislative and budget proposals introduced each legislative session for their potential effect on TPA clients. Some of Casey's accomplishments include:

- Working with the City of Oakland and the City of Santa Ana, Casey helped advance legislation and state budget requests to secure funding for California's largest cities to help address issues surrounding homelessness. These efforts culminated in the creation of the Homeless Emergency Aid Program (HEAP). Approved as part of the 2018 state budget, HEAP provided a \$500 million block grant program designed to provide direct assistance to cities and counties to address the homelessness crisis. HEAP contained a specific pot of funding for large cities, including a combined \$12.3 million for Oakland and Santa Ana.

Building on the success of the HEAP program, in 2019 the State Budget created the Homeless Housing, Assistance and Prevention (HHAP) Grant Program, a \$650 million grant that provides local jurisdictions with funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges. The HHAP program maintained dedicated funding for California's largest cities, including a combined \$28.1 million for the cities of Oakland and Santa Ana.

- Casey worked closely with the City of Lafayette to establish a small business assistance program to help local businesses and non-profits lessen the economic impacts from the coronavirus. Casey was able to work with the City to promote the program, work directly with program participants to connect them with available state and federal resources, and work with businesses to secure funding. Ultimately, the small business assistance program worked with nearly 100 small businesses, which employed nearly 400 workers, and were able to secure over \$1.5 million in direct funding for the businesses.
- Through his work with the Department of Finance, the Legislature, and the Office of the Governor, Casey has been able to lessen the impact of RDA dissolution on TPA clients. Specific outcomes include: having over **\$35 million** in projects in Santa Ana, Lafayette, Brea, and Hayward recognized as enforceable obligations; facilitating accelerated transfer of former RDA assets in Buena Park to allow for new development; and the passage of legislation to allow expenditure of certain development agency bond proceeds.
- Casey helped the Newhall County Water District co-sponsor SB 634 (Wilk) which established a new water district to serve as the primary water wholesaler and retailer for



the Santa Clarita Valley. Casey coordinated efforts with the other impacted water agencies and stakeholders to develop a coalition of local support for the legislation. The legislation, which contained the enabling act for the new district as well as provisions that allowed for a modified LAFCO process, was approved by the Legislature and signed into law by Governor Brown.

- Casey helped the Rancho Santiago Community College District and Coast Community College District secure over **\$68 million** in funding through the State Budget for three capital outlay facilities projects. Casey worked with the districts' legislative delegation, budget committee staff, and the Community College Chancellor's Office to advocate for the priority budget items, including having the projects recommended for funding by the Board of Governors of the California Community Colleges. The funding for these three projects will allow for the design and construction of three new buildings that will provide state of the art learning environments for community college students in Orange County.

### **Assemblyman Tom Umberg**

*Legislative Assistant*

2006

Casey managed legislation for the Member, including education, workers' compensation, and school facilities measures. Casey staffed the Member on the Assembly Education committee. He also worked closely with legislative staff, committee consultants, state agencies, and interested parties on legislation. In addition, he advised the Member and Chief of Staff on pending legislation.

### **Secretary of State**

*Legislative Coordinator*

2005-2006

Casey briefed the Secretary of State and senior staff members on legislation affecting the agency. Casey worked with Division Chiefs, senior staff members, and the Secretary of State to develop legislative positions for the agency. Casey also worked with Department of Finance, state agencies, and other interested parties on issues that affected the Secretary of State. In addition, he researched and drafted legislative proposals for the agency.

### **Secretary of State**

*Legislative Analyst*

2003-2005

Casey assisted in the research and development of legislation. In addition, Casey worked closely with the State Legislature, Governor's Office staff, committee consultants, Department of Finance, state agencies, and other interested parties on issues that affected the Secretary of State. Some of Casey's special projects included staffing various taskforces, assisting in the development of spending plans for legislatively mandated programs, and election-night support.

### **Office of the Governor**

*Senior Legislative Assistant*

2000-2003

Casey chaptered all bills that the Governor signed and he processed all vetoed measures. Casey worked closely with the Secretary of State, Chief Clerk of the Assembly, and the Secretary of the Senate throughout the bill chaptering process. Casey also supervised a staff of 10 personnel during the creation and assembly of up to 1500 bill files presented to the Governor.

### **University of California, Davis**

*Bachelor of Arts, Political Science*

2000





**Alex Gibbs, Grant Manager and Project Manager:** Alex brings ten years of public policy and legislative advocacy experience to TPA. Alex has four years of experience working for the State Legislature analyzing researching, writing, and shepherding bills through the legislative process. Alex has also secured significant grant funding for clients throughout California. Alex has expertise in the policy sectors of parks and recreation, local governance, public safety, transportation, cap and trade, and labor relations.

**Townsend Public Affairs, Inc.**  
*Grants Manager*

*2014-Present*

During his tenure at TPA, Alex has been responsible for securing millions in competitive grant funds at the private, state, and federal levels for local public agency clients. In addition to his expertise on parks and recreation, transportation, and public safety, Alex has a strong network of relationships with State Legislators and key staff, as well as various state departments and agencies. Some of his accomplishments include:

- Alex worked closely with the City of Oakland staff to secure **\$10,801,183** in grant funding from the Clean CA Local Grant Program. Alex leveraged relationships with the California Department of Transportation and the City's legislative delegation to successfully advocate for two funded projects. This funding helped the City of Oakland conduct the Courtland Creek Restoration Project, as well as the Oakland Mini Parks Beautification Project, both of which provided significant remediation and beautification of public resources for local residents.
- Alex led a team of Kern County staff through the application process to secure **\$6,515,000** in grant funding from the Prop 68 Statewide Parks Program (Round 4). This funded the South Kern Lamont Park Project which provided much needed renovations to an existing park in the community of Lamont, despite grant program guidelines which provided preferences for the construction of new parks.
- Alex collaborated with state Natural Resources Agency staff to secure a **\$3,086,000** Urban Greening Grant for the Desert Recreation District. This funded the construction of a new park and sports complex in unincorporated Riverside County. Alex then continued to work with the District on grant administration, ensuring the client was able to see the completion of their legacy project, that had been years in the making.
- Alex worked jointly with the City of South San Francisco to secure a **\$868,000** grant from the Active Transportation Program (ATP). Alex leveraged relationships with the California Department of Transportation and coordinated among local business stakeholders and school officials to craft a competitive grant application to the statewide ATP. This funding helped the City with their Linden and Spruce Avenue Traffic Calming Improvement Project to construct major traffic calming improvements to ensure bike and pedestrian safety at crucial intersections to residential and commercial neighborhoods.
- Alex collaborated with state and federal Land and Water Conservation Fund staff to secure a **\$750,000** grant for the City of Imperial. This funded the construction of a 300 plus acre regional park and equestrian center. Alex then continued to work with the City on grant

administration, ensuring the client was given the appropriate time to meet deadlines and retain their funding.

- Alex worked in concert with the City of South San Francisco to secure a **\$658,000** grant from the San Mateo County Transportation Authority's Measure A Pedestrian and Bicycle Program. Alex leveraged relationships with stakeholders in the County to ensure that the City received the funding needed for their Sunshine Gardens Project, including major traffic-calming improvements on streets frequented by students walking and riding bicycles.
- Alex worked closely with City of Novato staff to secure a **\$220,500** grant from the Food Waste Recovery program at CalRecycle. This funded a local food waste recovery effort in Marin County that allowed the City of Novato to partner with local non-profits and ensure that good food, that otherwise would go to waste, reached food banks and vulnerable residents.
- Alex has developed broad expertise with respect to public safety policy and funding. In conjunction with local stakeholders, Alex has worked successfully on a variety of public safety issues that affect local public agencies in California, including the fight against the trafficking and exploitation of minors, as well as the protection of local control regarding the manufacturing of medicinal cannabis products.

### **California State Senate**

*Legislative Aide*

2012-2014

Alex worked as a member of the Eighth Senate District's legislative team representing San Francisco and San Mateo Counties. Alex's primary responsibilities included monitoring, reviewing, and making recommendations on legislation passing through the Senator's committee's as well as bills of interest to the District. Alex annually carried a bill package through the legislative process and assisted with problem bills that required more support. Alex consistently had one of the highest numbers of bills signed into law of any senate staffer.

### **University of San Francisco, CA**

*Bachelor of Arts, Politics*

2011





**Christine Rose, Senior Associate:** Christine brings a variety of experience and knowledge to TPA, including five years of experience in public policy and four years of experience in higher education. Christine has grant writing experience in areas such as education, cultural resources, public health, and transportation.

**Townsend Public Affairs, Inc.**

*Senior Associate*

*2022 – Present*

Since joining TPA, Christine has worked with clients to identify their funding needs and develop competitive proposals. She has identified new and strategic funding resources, bringing her clients' proposals from idea to reality. Her work includes:

- Christine works to create accessible grant writing and development tools for clients such as grant tracking matrices and application breakdowns. These tools allow clients to access key strategic funding opportunities, develop comprehensive and competitive proposals, and ultimately secure grant funding.
- Christine works closely with clients to understand and meet their funding goals. Her collaboration with clients allows her to craft persuasive narratives and strong grant proposals. She is always researching and identifying new funding opportunities that fit the goals and objectives of her clients.

**California State Assembly**

*Legislative Director*

*2018 – 2022*

Christine worked as the lead member of the Twenty-third Assembly District's legislative team representing portions of Fresno and Tulare Counties. Her primary responsibilities included crafting the Assembly member's legislative package and shepherding all bills through the legislative process, as well as identifying budget priorities and staffing those requests. Christine was responsible for monitoring all legislation passing through the Member's committees and the Assembly Floor, analyzing each bill and making an appropriate recommendation. She had numerous bills signed into law and multiple budget requests included in the state budget.

**California State Assembly**

*Legislative Aide*

*2017 – 2018*

Christine worked as a member of the Seventy-seventh Assembly District's legislative team representing San Diego County. Christine's primary responsibilities included carrying multiple bills through the legislative process as well as monitoring, reviewing, and making recommendations on legislation passing through the Assembly member's committees. She worked collaboratively with constituents and stakeholders to help craft the Assembly member's legislative package, carrying multiple bills to the Governor's desk.

**Cal Poly, San Luis Obispo**

*Master of Arts, History*

*2013*

**California State University, Sacramento**

*Bachelor of Arts, History and Government*

*2011*



# LEGISLATIVE ADVOCACY SCOPE OF SERVICES

TPA will utilize the following strategic and comprehensive approach to provide legislative advocacy services to the City:

- **Conduct Detailed Orientation:** TPA utilizes a comprehensive onboarding process that includes extensive meetings with various relevant members of City leadership and key City departments to help develop a strategic plan that is carefully tailored to satisfy the needs of the City, as well as designed for maximum success in the current political climate and funding environment.
- **Develop Legislative Strategy:** Utilizing the information gathered during the onboarding process, TPA will coordinate with the City to develop an official legislative platform and strategy that represents the City's priorities in Sacramento and Washington, DC. This blueprint will be shared with key stakeholders in the State Legislature and Governor's Administration as well as Congress and the Biden Administration.
- **Implement the Legislative Strategy:** TPA will advocate for the City's legislative agenda utilizing the following methods:
  - **Build and Strengthen Relevant Relationships:** TPA has cultivated a network of valuable relationships that will be leveraged to promote the City's legislative agenda.
  - **Leverage Relationships for Strategic Advocacy Plan:** TPA will engage various techniques to leverage our network of key relationships on behalf of the City:
    - Schedule meetings for the City to discuss relevant legislation
    - Prepare all briefing materials and talking points for the City
    - Brief legislative offices and stakeholders on the City's legislative agenda
    - Follow-up on meetings to ensure commitments and deliverables are being met
  - **Coordinate Advocacy Trips:** TPA will work with the City to coordinate advocacy trips to Sacramento and Washington, DC to meet with the City's legislative delegation, as well as legislators that serve on committees relevant to the City's agenda. Furthermore, whenever possible, TPA will also schedule site visits by legislators to the City.
  - **Track Legislation:** TPA will identify, analyze, and monitor all bill introductions and amendments relevant to the City's legislative platform and assess their potential impact on the City.
  - **Craft Testimony and Position Letters:** TPA will prepare and submit written and verbal testimony regarding legislation relevant to the City. TPA will also draft and deliver position letters to legislators and key officials on specific bill language.





- **Draft Bill Language:** TPA will draft language and amendments for relevant legislation, as required to protect and promote the City's agenda.
- **State Budget Funding Opportunities:** In an effort to maximize state funding, TPA will work with the City to identify projects and other funding priorities that may be suitable for funding through the State Budget. TPA will coordinate with the City to develop supporting materials for the budget request. TPA will also work with members of the City's state legislative delegation, along with the Assembly and Senate Budget Committees, to gain support for the inclusion of the City's project in the final State Budget approved by the Legislature.
- **Federal Earmark Opportunities:** In an effort to maximize federal funding, TPA will work with the City to identify projects and other funding priorities that may be suitable for funding through the Federal Earmark process. TPA will coordinate with the City to develop supporting materials for the earmark request. TPA will also work with members of the City's federal legislative delegation to gain support for the inclusion of the City's project.
- **Provide Progress Reports:** TPA will confer regularly with the City on our activities. TPA will provide timely electronic reports on the status of all legislative activity, such as bill language, amendments, and committee analyses. In addition to written reports, TPA will be available to the City for conference calls, in-person briefings, and meetings.
- **Prepare and File Lobbying Disclosure Reports:** TPA will prepare and file, on behalf of the City, all applicable state and federal lobbying disclosure reports.

TPA will utilize the following strategic and comprehensive approach to provide grant funding services to the City:

- **Conduct Detailed Orientation:** TPA utilizes a comprehensive onboarding process that includes extensive meetings with various relevant members of City leadership and key City departments to help develop a strategic plan that is carefully tailored to satisfy the needs of the City, as well as designed for maximum success in the current political climate and funding environment.
- **Craft Strategic Funding Plan:** Utilizing the information gathered during the onboarding process, TPA will coordinate with the City to develop a proactive and comprehensive strategic funding plan that serves the needs of the City's priorities. *The plan will do more than simply identify City projects*; it will outline and prioritize multiple funding options for each project, and develop a specific plan of work tailored for each project. It will also identify key "strings attached" to help assess the cost/benefit ratio for each grant opportunity.
- **Identify, Research, and Monitor Grant Funding Opportunities:** TPA will utilize list-serve subscription programs, funding workshops, agency canvassing, and other networking tactics to ensure every potential opportunity is identified and reviewed for relevance with the City's projects. TPA will then share these opportunities with the City for further assessment and determination if a grant application is warranted. The City will also receive a grant matrix of funding programs that is updated regularly as new opportunities arise.
- **Grant Application Development and Submittal:** TPA will develop, draft, submit, and follow up on each City grant application through the following process:
  - **Establishment of Clear Accountabilities:** TPA will coordinate with the City to ensure the assignment of responsibilities and tasks are made clear so that confusion and inefficiency are avoided and the City is burdened as little as possible while TPA pursues a grant opportunity.
  - **Provide Overview of Full Application Requirements:** For each grant application, TPA will provide the City with a detailed overview of the requirements for the grant program and corresponding application to ensure that the program is a strong fit for the City's project. This will include:
    - Application timeline
    - Eligible project types
    - Funding availability and award maximum and minimums
    - List of application components, including proposal questions and any required attachments



- **Assemble Project Background and Details:** TPA will conduct a detailed informational interview with City staff most involved with each project in order to gain a full understanding of the project background and scope details necessary for developing the grant proposal and addressing all application questions.
- **Coordinate Technical Project Details:** For technical application components such as site plans, detailed cost estimates, project timelines, engineering plans, and cost-benefit analyses, TPA will coordinate with City staff to compile all necessary attachments and ensure consistency across all elements of the application.
- **Draft Written Proposal:** TPA will fully draft all narrative components of the application and, when applicable, will indicate where additional input or project detail from the City could be provided during the proposal review process.
- **Incorporate Feedback to Finalize Proposal:** Well ahead the of the application deadline, TPA will provide the City with a full draft for review and feedback. TPA will incorporate any additional details or revisions provided during this process to finalize the grant application and will obtain City approval for the final version of the application prior to submission.
- **Submit Completed Application:** TPA will ensure that applications are submitted prior to the deadline, whether the submission is electronic or through hard copies, in accordance with submission instructions for each individual program. For hard copy submissions, TPA will print and package applications according to submission instructions and will ship applications through a reliable carrier service such as FedEx in order to provide the City with tracking and delivery confirmation for the application. TPA will also obtain a receipt for proof of submission and provide the City with a final copy of all submitted application documents.
- **Funding Advocacy:** Throughout grant application process TPA will leverage relationships with relevant officials and program officers in various state and federal funding agencies to ensure that City grant applications are aligned with the goals of the specific grant program and that the applications are well-crafted and well-positioned for funding.
- **Post-Grant Submittal Advocacy:** TPA will frequently contact legislators and agency officials to follow up on the status of a grant application and promote its need and urgency. This will include drafting letters of support after grant submissions and distributing them to legislators for their consideration. In addition, TPA will work with legislators to reach out to individual granting agencies to provide background on City's projects and convey their support for those projects.

- **Post-Award Grant Administration and Compliance:** TPA will also assist, as needed, with post-award administration and compliance for all grant applications submitted by TPA on behalf of the City. This assistance will include interacting with granting agencies on behalf of the City, providing support for the drafting and submission of required reports, evaluations, and other tasks related to the successful monitoring of and compliance with the program requirements.
- **Comprehensive Follow-Up on Unsuccessful Applications:** Despite all best efforts, some grant applications are not selected for funding. In those instances where grant applications are unsuccessful, TPA will work with the relevant state and federal funding agencies to set up in-person or telephone debriefing sessions to discuss the grant applications and how to best revise the grant applications for the next funding round to ensure success.
- **Provide Monthly Progress Reports:** TPA will confer regularly with the City on our activities. TPA will provide timely electronic monthly reports on the status of all funding activity, such current funding opportunities, current applications, submitted applications, and post-grant submittal advocacy. In addition to written reports, TPA will be available to the City for conference calls, in-person briefings, and meetings.

# Attachment 4

## CITY FUNDING OPPORTUNITIES

### City of Paso Robles 2022 Funding Opportunities

TPA has compiled the following chart which details upcoming grants the City may wish to pursue. Grant matrices such as this would be provided to the City as frequently as requested.

Administrator & Grant Name	Application Info	Eligible Projects	Application Deadline
US Department of Transportation  <b>FTA Grants for Buses and Bus Facilities</b>	No Min/Max  10-20% Match	Eligible projects for the Buses and Bus Facilities Program include capital projects to replace, rehabilitate, purchase, or lease buses, vans, or related equipment; or to rehabilitate, purchase, construct, or lease bus-related facilities regardless of propulsion type or emissions.	May 31, 2022
US Department of Transportation  <b>FTA Low-No Emission Vehicle Program</b>	No Min/Max  10-20% Match	Funds will be awarded competitively for the purchase or lease of low or no emission vehicles that use advanced technologies for transit revenue operations, including related equipment or facilities.	May 31, 2022
California Department of Transportation  <b>Active Transportation Program (ATP)</b>	State Grant  Min award: \$250K  Max award: None	Administered by the Department of Transportation, the program provides funding for active modes of transportation such as biking and walking, while improving safety, access, and mobility for non-motorized users.	June 15, 2022



Administrator & Grant Name	Application Info	Eligible Projects	Application Deadline
California State Library  <b>High-Speed Broadband Grant</b>	No minimum or maximum  5% match	The program funds projects that will enable public libraries to connect to high-speed broadband and purchase the necessary network equipment to enable those connections to be utilized by library patrons.	June 15, 2022
US Department of Justice  <b>COPS Hiring Program</b>	\$125,000 max per position, over three years  25% match	The COPS Hiring Program provides funding to hire and re-hire entry level career law enforcement officers in order to preserve jobs, increase community policing capacities, and support crime prevention efforts.	June 9, 2022
Bureau of Reclamation  <b>WaterSMART Drought Resiliency Project</b>	\$5M Max Award  No Match Required	The program funds collaborative efforts to plan for and implement actions to increase water supply reliability including investments to modernize infrastructure. This program provides federal cost-share funds for entities to take a proactive approach to drought through building projects that increase water supply reliability and improve water management.	June 15, 2022
California Natural Resources Agency	\$25k Min. Award  \$300k Max Award	The Youth Community Access Grant Program supports youth access to natural or cultural resources with a focus on low-income and disadvantaged communities including, but not limited to, community education	NOFO Expected late spring 2022  Deadline Expected Summer 2022



Administrator & Grant Name	Application Info	Eligible Projects	Application Deadline
<b>Youth Community Access Grant Program</b>	No match	and recreational amenities to support youth substance use prevention and early intervention.	
Firehouse Subs  <b>Firehouse Subs Grant Program</b>	\$10-25K Average Award  No Match Required	The Firehouse Subs Program provides funding to purchase equipment or provide training for firefighters in areas where the restaurant chain operates.	Ongoing Application
WalMart  <b>Local Community Grant Program</b>	\$250 Min. Award  \$5,000 Max  No Match Required	The Local Community Grant program funds projects in the areas of Community/Economic Development, Diversity/Inclusion, Education, Environmental Sustainability, Health and Human Service, Hunger Relief, Public Safety, and Quality of Life. Organizations may submit a total number of 25 applications and/or receive up to 25 grants within the grant cycle.	Ongoing Application



The following fee schedules represent the various services TPA can provide the City of Paso Robles. Option I reflects a bundled, discounted price option for both advocacy and grant writing services. Option II represents a standalone legislative advocacy service structure. And finally, option III represents a standalone grant funding service structure.

## OPTION I: LEGISLATIVE ADVOCACY AND GRANT FUNDING SERVICES

DESCRIPTION OF SERVICES	FEE
<b>Legislative Advocacy and Grant Funding Services</b>	<b>\$7,500 Per Month*</b>
<b>State and Federal Legislative Advocacy</b>	
• Conduct Detailed Orientation	Included
• Develop Legislative Strategy	Included
• Implement the Legislative Strategy	Included
• Build and Strengthen Relevant Relationships	Included
• Leverage Relationships for Strategic Advocacy Plan	Included
• Coordinate Advocacy Trips	Included
• Track Legislation	Included
• Craft Testimony and Position Letters	Included
• Draft Bill Language	Included
• State Budget Funding Opportunities	Included
• Federal Earmark Opportunities	Included
• Provide Progress Reports	Included
• Prepare and File Lobbying Disclosure Reports	Included
<b>Grant Funding</b>	
• Craft Strategic Funding Plan	Included
• Identify, Research, and Monitor Grant Funding Opportunities	Included
• Grant Application Development and Submittal	Included
• Establishment of Clear Accountabilities	Included
• Provide Overview of Full Applications Requirements	Included
• Assemble Project Background and Details	Included
• Coordinate Technical Project Details	Included
• Draft Written Proposal	Included
• Incorporate Feedback to Finalize Proposal	Included
• Submit Completed Application	Included
• Funding Advocacy	Included
• Post-Grant Submittal Advocacy	Included
• Post-Award Grant Administration and Compliance	Included
• Comprehensive Follow-Up on Unsuccessful Applications	Included
<i>*The monthly fee includes all reasonable business and travel expenses</i>	





### OPTION II: STANDALONE LEGISLATIVE ADVOCACY SERVICES

DESCRIPTION OF SERVICES	FEE
<b>State and Federal Legislative Advocacy Services</b>	<b>\$5,000 Per Month*</b>
<ul style="list-style-type: none"> <li>• Conduct Detailed Orientation</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Develop Legislative Strategy</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Implement the Legislative Strategy</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Build and Strengthen Relevant Relationships</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Leverage Relationships for Strategic Advocacy Plan</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Coordinate Advocacy Trips</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Track Legislation</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Craft Testimony and Position Letters</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Draft Bill Language</li> </ul>	Included
<ul style="list-style-type: none"> <li>• State Budget Funding Opportunities</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Federal Earmark Opportunities</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Provide Progress Reports</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Prepare and File Lobbying Disclosure Reports</li> </ul>	Included
<p><i>*The monthly fee includes all reasonable business and travel expenses</i></p>	



### OPTION III: STANDALONE GRANT FUNDING SERVICES

DESCRIPTION OF SERVICES	FEE
<b>Grant Funding Services</b>	<b>\$5,000 Per Month*</b>
<ul style="list-style-type: none"> <li>• Conduct Detailed Orientation</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Craft Strategic Funding Plan</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Identify, Research, and Monitor Grant Funding Opportunities</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Grant Application Development and Submittal</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Establishment of Clear Accountabilities</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Provide Overview of Full Applications Requirements</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Assemble Project Background and Details</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Coordinate Technical Project Details</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Draft Written Proposal</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Incorporate Feedback to Finalize Proposal</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Submit Completed Application</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Funding Advocacy</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Post-Grant Submittal Advocacy</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Post-Award Grant Administration and Compliance</li> </ul>	Included
<ul style="list-style-type: none"> <li>• Comprehensive Follow-Up on Unsuccessful Applications</li> </ul>	Included
<i>*The monthly fee includes all reasonable business and travel expenses</i>	

