

**PACIFIC COMMUNITIES HEALTH DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS**

Samaritan Pacific Communities Hospital
930 SW Abbey Street, Newport, OR 97365
Virtual Teams Meeting
4 p.m., Monday, December 28, 2020

Assistive Hearing Devices Statement: The meeting location is accessible to persons with disabilities. A request for an interpreter for the Deaf and Hard of Hearing, or for other accommodations for persons with disabilities, should be made at least 48 hours in advance of the meeting by calling 541-574-4666 or by email at cmacnab@samhealth.org

The agenda may be amended during the meeting to add or delete items, change the order of the agenda items, or discuss any other business deemed necessary at the time of the meeting.

A G E N D A

- | | | |
|------|---|--|
| I. | Call to Order | Ralph Breitenstein, MD, Chairperson |
| II. | Invitation for Citizen Comments | Ralph Breitenstein, MD, Chairperson |
| III. | Additions or Changes to Agenda | Ralph Breitenstein, MD, Chairperson |
| IV. | Grant Funding Opportunities – Dig Deep Research - Water Resiliency Project | Ralph Breitenstein, MD, Chairperson
<i>Action: Approval</i> |

The Board will move to Executive Session if indicated

- V. **Adjourn**



December 8, 2020

Dr. Ralph Breitenstein
Board Chair
Pacific Communities Health District
P.O. Box 873
Newport, OR 97365

RE: Grant Pursuit Strategy (GPS) Deliverable for Water Resiliency Project

Dear Dr. Breitenstein:

Thanks for reaching out about the current fundraising needs for the Water Resiliency Project at Newport's Samaritan Pacific Communities Hospital. We would be pleased to help the Pacific Communities Health District (District) evaluate funding potential for the design and construction of the planned project.

Dig Deep's recommended approach is to identify, evaluate and prioritize relevant grant opportunities that the District, the hospital and/or other related project partners could pursue to help pay for the planning, permitting and construction phases of work. The deliverable (called a Grant Pursuit Strategy or GPS) will outline project-specific recommendations and guidance about next steps to launch the grant-seeking process.

The price to prepare a GPS for this project is \$25,000, with a project period spanning from 1/1/2021 to 3/31/2021. The fee for the GPS deliverable will be billed in two equal installments of \$12,500 each, with the first invoice issued upon contract execution and the second issued after completion of the GPS. The work is structured into the two distinct phases described below.

Task 1: Assess Funding Potential and Identify Top Prospects

During Task 1, the Dig Deep research team will comprehensively research and evaluate relevant government grant opportunities (federal, state, local and private) that the District could target in FY2021 and FY2022. The research team also will evaluate specific applicant and project assets, potential partnership opportunities, and leverage opportunities to consider given the current (post-COVID) funding landscape. Dig Deep will assemble detailed information about the most recent and relevant funding opportunities. This task will provide the quantitative data needed to provide analyze and make recommendations in Task 2.

Task 2: Analyze Data and Summarize Recommendations

This task involves analyzing the quantitative and qualitative funding data and project information to generate recommendations about next steps in the fundraising process. The Dig Deep research team will assemble and summarize relevant research findings in narrative format, including information such as: which government grant options hold the best funding potential, timing issues to consider when pursuing relevant grants, and where to invest the District's matching funds to deliver the best return on investment.

Deliverable: Draft and Final versions of a Strategic Funding Plan, including attachments.

Thank you for the opportunity to assist the District in meeting its fundraising goals. I look forward to attending the 12/21/2020 Board meeting to answer any remaining questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tia Cavender'.

Tia A. Cavender | CEO & Founder
Dig Deep Research, LLC

If the terms of this proposal are acceptable please indicate so by signing below.

Approved:

Dr. Ralph Breitenstein, Board Chair
Pacific Communities Health District

DIG DEEP RESEARCH
STATEMENT OF QUALIFICATIONS
MARCH 2020



INTRODUCTION

Dig Deep is a leading cultivator of creative funding solutions for municipalities, public institutions, and private entities seeking funding for capital and infrastructure projects. Unlike other fundraising consultants, our team of expert strategists focuses on providing long-term, data-driven solutions to fund crucial capital projects.

Dig Deep stands out among the competition because our team is focused on helping clients design multi-year strategic funding plans, rather than responding only to funding opportunities as they are announced. This enables our clients to leverage their resources for the greatest return on investment.

SAMPLE OF CLIENTS ASSISTED IN RECENT YEARS

City of Newport, OR | Strategic Grants Research and Planning, Grant Writing, and Technical Assistance

TIMOTHY E. GROSS, PUBLIC WORKS DIRECTOR AND CITY ENGINEER
169 SW COAST HIGHWAY, NEWPORT OR 97365 | 541-574-3369

Since 2011, Dig Deep has served as the City's grants consultant to raise capital funds for public works capital improvement projects. Dig Deep researched, created, and maintained a comprehensive funding opportunities list for the City. That has enabled Dig Deep to assist Newport with securing funding for a wide variety of projects, including but not limited to water projects, building renovations, and parks and recreation. In the past year, our efforts have focused entirely on developing and implementing a long-term funding strategy for the City's \$80 million, 10-year dam remediation project.

Outcomes: 1) Raised \$41 Million in grants, low interest loans, and interest savings; 2) Achieved an annual 6:1 return on investment for the past five years



Fire station seismic retrofit-\$1.5M grant

City of Waldport, OR | Strategic Grants Research and Planning, Grant Writing, and Technical Assistance

KERRY KEMP, CITY MANAGER

P.O. BOX 1120, WALDPORT OR 97394 | 541-563-3561 EXT. 16

Dig Deep researched and identified potential funding sources for the City to consider pursuing in the upcoming fiscal year. We also designed a funding strategy for the City's planned Industrial Park Complex and secured grant funding for water system upgrades.

Outcomes: 1) Raised \$115,000 in grant funding in FY2019; 2) Identified \$2M in grants to pursue; 3) Achieved a 3:1 return on investment in just the first nine months

Seal Rock Water District, Seal Rock, OR | Strategic Grants Research and Planning

ADAM DENLINGER, DISTRICT MANAGER

1037 NW GREBE STREET, SEAL ROCK, OR 97376 | 541-563-3529

Dig Deep conducted thorough research into funding prospects in order to develop a strategic funding plan to help Seal Rock Water District identify and secure funding for its capital and infrastructure projects.

Outcomes: 1) Identified funding opportunities including \$11.45 million in low-interest loans and \$3.1 million in grants; 2) Helped cultivate relationships with targeted funding agencies

Pitkin County, CO | Grant Writing and CIP Assessment

PHYLIS MATTICE, DEPUTY COUNTY MANAGER

530 E. MAIN STREET, ASPEN, CO 81611 | 970-920-5208

Dig Deep worked closely with County staff to revise and resubmit a previously submitted grant to the U.S. Bureau of Reclamation, resulting in funding after Dig Deep's work. Prior to 2014, Dig Deep developed a Capital Improvement Plan Assessment for the County, completed in December 2013.

Outcomes: 1) Secured funding for a Title XVI Feasibility Study for Water Reclamation and Reuse project after being previously denied (\$149,500); 2) Identified the most fundable projects for the county

SAMPLE OF FUNDING SECURED IN RECENT YEARS

Dig Deep has helped our clients secure over \$100 Million for an array of projects including for water, wastewater, parks, roads, and fire department facilities. Dig Deep has identified an additional \$19 million in specific funding opportunities that our clients are planning to pursue in the near future. The following table provides an overview of funding secured through clients' work with Dig Deep in recent years.

FUNDING SECURED WITHIN THE LAST FIVE YEARS			
PROJECT	AMOUNT SECURED	FUNDING AGENCY	YEARS
Big Creek Dam Design & Environmental Permitting	\$4,000,000	Oregon Water Resources Department	2019
Water Intake & Access Road Design	\$345,000	Federal Emergency Management Agency – Pre-Disaster Mitigation Program	2019
Regional Water Planning and Public Outreach	\$60,000	Business Oregon Infrastructure Finance Authority	2019
Water System Resiliency Planning	\$55,000	IFA Business Oregon	2019
Big Creek Dam Design	\$250,000	Oregon Office of the Governor	2018

Sam Moore Creek Design	\$20,000	Oregon Wildlife Foundation	2017
Regional Water Planning Partnership	\$20,000	Oregon Community Foundation	2017
Water Pilot Grant	\$20,000	Oregon Community Foundation	2017
Regional Water Planning Partnership	\$185,000	Meyer Memorial Trust	2017
Climate Change Analysis	\$70,000	US Army Corps of Engineers	2016-17
Safe Water Drinking Source Protection Program	\$43,457	Oregon Health Authority	2106-17
Feasibility Analysis of RCC Dam Construction at Big Creek Dam	\$250,000	Oregon Water Resources Department	2016-17
Citywide Automatic Meter Interface Water Meter Upgrades	\$300,000	U.S. Bureau of Reclamation	2016-17
Regional Water Planning Partnership	\$135,000	Oregon Water Resources Dept.	2015-17
Fire Station Seismic Rehabilitation	\$1,491,233	IFA Business Oregon	2014-17
Post-landslide Road Repair	\$216,702	IFA Business Oregon	2013-14
Big Creek Dams #1 and #2 Seismic Stability and Retrofit Feasibility Study	\$250,000	Oregon Water Resources Department	2103-14
Water Reclamation and Reuse Feasibility Study	\$149,500	U.S. Bureau of Reclamation	2014
Bluff Lake Dam Repair	\$1,259,600	Colorado Department of Public Health & Environment	2014

EXPERTISE IN ALTERNATE FUNDING SOURCES

In addition to traditional grant funding, Dig Deep stands out from other fundraising consultants for our ability to identify and help clients leverage alternative funding sources including:

- Tax Credits;
- Direct Legislative Appropriations; and
- Low Interest Loans

Dig Deep recommends alternate sources of funding in specific circumstances, such as wastewater projects, for which there are few grant opportunities. The following table lists a

small sample of some of these alternative funding vehicles Dig Deep has enabled its clients to access.

ALTERNATIVE FUNDING SECURED FOR CLIENTS IN RECENT YEARS					
PROJECT	AMOUNT	APR	INTEREST SAVINGS	FUNDING AGENCY	YEAR SECURED
Point Source Project – Cross-connection Improvements and Installation of Grinder Station	\$1,115,000	1.0%	\$1,700,000	Oregon Department of Environmental Quality	2015
Non-Point Source – Bay Moore Storm Drain Improvements and Sam Moore Water Quality Project and Big Creek Fish Passage and Restoration Project	\$4,128,454	1.0%			
Agate Beach Wastewater System Improvements	\$8,906,800	2.49%	\$2,030,000	Oregon Department of Environmental Quality	2013

FIRM'S QUALIFICATIONS, SERVICES & RELEVANT EXPERIENCE

Dig Deep's core competencies include the following:

- ↓ Researching, analyzing, and monitoring funding opportunities
- ↓ Developing multi-year strategic funding pursuit plans
- ↓ Identifying and planning unique funding approaches
- ↓ Providing technical assistance
- ↓ Assisting with project planning to improve the competitiveness of projects
- ↓ Leveraging opportunities to minimize out-of-pocket project expenses
- ↓ Establishing and helping maintain relationships with crucial stakeholders and partners
- ↓ Promoting projects within the community and to funders
- ↓ Building relationships between funders and clients

FIRM'S STRENGTH & STABILITY

Dig Deep has been assisting clients with researching funding opportunities, winning grants and alternative sources of funds, offering strategic grants planning for capital projects, providing technical assistance, and building funder relationships since 2010. Our strategists have helped

clients find and secure millions of dollars by uncovering funding opportunities, developing relationships with funders on behalf of clients, helping clients position planned projects so they are more competitive, and providing other technical assistance. Dig Deep is one of the only grants firms that specializes in capital and infrastructure projects. Dig Deep has averaged a team of 8-12 employees over the past five years and is currently staffed with six grants strategists, three marketing experts, two financial advisors, and a team of seven writers.

EXPERTISE & EXPERIENCE IN UNIQUE CLIENT NEEDS



Citywide digital metering: \$300k grant

Dig Deep and our team are highly experienced at helping our clients obtain funding for their priority capital infrastructure projects. Since 2011, Dig Deep has been the sole grants firm for the City of Newport, Oregon, working with almost every department in the City. Newport had enormous needs, including an urgent need to retrofit or replace the two dams storing the City's water supply because they were discovered to fall below seismic safety standards. As word began

to spread of how Dig Deep helped Newport revolutionize its funding strategies, we expanded our team and capacity to assist other clients in the region, including the City of Waldport, Oregon; Seal Rock Water District, Oregon; Beaverton, Oregon; Lincoln City, Oregon; and Willamina, Oregon. Overall, our work with these clients and others has ranged from water systems design, non-point and point-source water pollution reduction, fire departments, parks departments, water metering upgrades, wetlands restoration projects, and more.

Dig Deep's team also developed its experience and expertise in serving clients through a unique relationship with HDR Engineering (HDR). HDR is a global engineering firm that contracts with Dig Deep to work with selected clients to assist them with researching funding opportunities, positioning their capital and infrastructure projects for competitiveness, and obtaining grants and other funds on behalf of those projects. Projects completed in collaboration with HDR include the following:

- ↓ Town of Snowflake, AZ – Multimodal Regional Transportation Study
- ↓ Yuma Crossing National Heritage Area Corporation
- ↓ Pacific Crest Trail Association – Bridge of the Gods Pedestrian Crossing
- ↓ City of Yuma, AZ – Agua Viva Urban Lake
- ↓ City of Yuma, AZ – Pacific Avenue Athletic Complex

- ↓ Port of Coos Bay, OR – Wastewater Treatment Facility
- ↓ City of Portland, OR Bureau of Environmental Services – Generation Facility Expansion
- ↓ Community of Dakota Dunes, SD – Dakota Dunes Levees
- ↓ Kitsap County, WA – Kitsap County Green Streets
- ↓ City of Seattle, WA – Seattle City Lights LED Replacement
- ↓ City of White Plains, NY – Planning for Electric Vehicle Infrastructure
- ↓ City of Meridian, ID – Water Reclamation
- ↓ Greenlee County, AZ – Greenlee County Trails

TECHNICAL EXPERIENCE & UNDERSTANDING

Dig Deep’s mission is to help our clients attain their funding objectives, and the firm’s long track record of success demonstrates the ability of Dig Deep personnel to master the technical details of complex capital and infrastructure projects. We bring not only an understanding of complex projects to the table, but an understanding of the complete array of funding opportunities and strategies available to support those projects.

With Dig Deep, clients get more than “just” a grants firm. Dig Deep’s team thinks strategically, taking a comprehensive, long-view of a client’s funding needs and considering strategies other than just grants to achieve those objectives. Our team of experts review planned capital improvements and advise our clients on which projects are most likely to be competitive for grant funding, which may benefit from alternative funding (such as low-interest loans), and which need important ground-work completed before they will be grant-ready. This approach enables our clients to plan their grant pursuits strategically over the course of several years, allowing time to complete planning documents, develop funder relationships, and budget for proposal preparation.



Dig Deep Funder Cultivation Event

QUALIFICATIONS & RELEVANT EXPERIENCE OF PERSONNEL

Dig Deep has assembled a talented group of consultants, recognized as leaders in their industries, to assist with meeting the evolving needs of our clients’ funding pursuits. These consultants include researchers, professional/ technical writers, grants specialists, civil engineers, policy makers, graphic designers, videographers, and marketing professionals. With decades of combined experience and numerous advanced degrees and certifications among them, Dig Deep’s personnel are well-positioned to assist our clients in meeting their objectives. Qualifications of Dig Deep’s key personnel are summarized below.

[Tia A. Cavender, MA | Principal Strategist and CEO](#)

As the lead strategist for Dig Deep Research, Tia counsels local government agencies, developers, and engineers about how to secure external funding. A frequent presenter at professional conferences, Tia is known as a national expert on capital grants and government grant-seeking. She has earned two master's degrees from the University of Colorado in Industrial /Organizational Psychology and Clinical Psychology.

[Michael Faught, Manager | Oregon Operations](#)

Mike has 40 years of experience in the public works field, including as public works director for three different Oregon cities. He is an expert strategist with a strong focus in land development, sustainability, zoning, and stormwater management. Michael holds a degree in Industrial Psychology.

[Jennifer L. Waltz | Strategist](#)

Jen has more than 10 years of experience managing research and analysis projects and conducting grants research. She has extensive experience managing evaluation projects, securing research funding, and conducting usability testing protocols. Jen excels in mixed-methods analysis and evaluation, as well as presenting results in a clear written format that all readers can understand. Jen is a board member of the Blue Mountain Water District and holds a BA in Communications from Metropolitan State University in Denver.

[Liz Stinson | Strategist](#)

Liz brings 15 years of experience working in the public and private sectors to Dig Deep where she is tasked with managing the firm's proprietary data and research. She counts technical writing, project research, and data management among her specialties, and she has employed these skills at a range of organizations in government, education, health care, and nonprofits over her career. Liz has a BA in Professional Writing and Nonprofit Administration from Grand Valley State University.

[Cheryl Kester, CFRE, GPC | Account Manager, California Operations](#)

Cheryl has 20 years of experience in researching funding prospects, and she specializes in securing state and federal grants and contracts. She has served as a grants director in higher education and the arts and as principal of her own grants consulting firm (2005 to present). Her proposals have generated more than \$154 million in funding. Cheryl is a Grant Professional Certified (GPC) and a Certified Fundraising Executive (CFRE). She holds a master's degree in English from Georgetown University.



Alsea Bay Bridge, Waldport, OR

Nice To Meet You, Funder!

Just as in the business world, relationships are fundamental throughout the grant-seeking process. Many clients are surprised to learn that building relationships with funders *before* submitting a grant application is key to winning a grant. With Dig Deep leading your funding excavation process, important conversations, introductions and meetings lay the foundation for a successful grant pursuit.

Lay the Groundwork

To help the City of Newport, OR, with critical dam remediation at a cost of \$80 million, Dig Deep began building relationships with the Oregon Water Resources Department (OWRD), years ahead of time. As part of the funder-relationship strategy, the City started by securing three planning grants. Then, the City facilitated countless meetings with the funding agency to help establish a relationship with OWRD. As the funder-cultivation process continued to unfold, the funding agency viewed the City as an ally and repeatedly asked the city staff to provide testimony to the state legislature. When new funding became available, the City was the first municipality

the funding agency solicited. Now, after seven years of cultivating this relationship, the City is advancing a \$44M request to the state.

Sow & You Shall Reap

One of the funder's emerging grant programs required a grantee to pilot test a multi-faceted collaboration of water-related stakeholders to build consensus about water use in the region. After the City was awarded the grant, it began to learn from key water-users such as the Confederated Tribe of the Siletz. Continual demands on the Siletz River, one of the water sources supplying the Big Creek Reservoir, are adversely affecting the Siletz tribe's fishing and food supply. As a result, the City identified a significant design change that would increase the reservoir's storage capacity, while significantly decreasing water withdrawals made from the Siletz River.

As the examples here indicate, Dig Deep can guide you in establishing those relationships to significantly improve your chances at winning grants.

CONTINUED ►

Funder Relationship Project Highlights

Cultivate Rich Ideas

PROBLEM The Bluff Lake Nature Center (BLNC) submitted a \$750,000 grant to a state funding agency, the Colorado Department of Public Health and Environment (CDPHE). While the funder revealed that the application scored highly, it relayed that the funding could not be used for design costs, leaving the BLNC with a significant funding gap.

SOLUTION With Dig Deep's guidance and connection to a technical engineering expert, the team devised an innovative new design, reducing project costs by \$500,000. By facilitating face-to-face meetings with the funder, the project and its ultimate impact on the surrounding community were brought to life, compelling the funder to award BLNC over \$1.2M in grants.

Make It Rain

PROBLEM Dig Deep guided the City of Waldport, OR, through important strategic planning sessions and noticed the City was eligible for several untapped funding programs.

SOLUTION Dig Deep facilitated a funder-cultivation meeting with Business Oregon, to confirm the City's eligibility and advance the grant pursuits. Within four months, Business Oregon awarded the City two grants totaling \$115,000.

CLIENT	FUNDER	PROJECT	RELATIONSHIP
Bluff Lake Nature Center, CO	Colorado Dept. of Public Health & Environment (CDPHE)	Water infrastructure remediation	Funder reconsiders project's impact to community.
	Colorado Dept. of Public Health & Environment (CDPHE)	Water infrastructure remediation	Funder provides additional funding.
City of Waldport, OR	Business Oregon	Water and wastewater projects	Funder proactively notifies client of new funding opportunity.
City of Newport, OR	Oregon Water Resources Department	Dam remediation	Client gains better traction in pursuing funding.
	Oregon Water Resources Department	Dam remediation	Client viewed as an ally to advocate for more resources.
	Oregon Department of Environmental Quality	Water quality improvements	Funder adds project to grant priority list.

Impacting the Bottom Line



Newport Fire Station, Newport, OR

At Dig Deep, ROI is the single most important indicator we track when measuring success. For cost-conscious clients who are held accountable to taxpayers and other stakeholders for every expenditure, this indicator is doubly important. So how does Dig Deep fare? We consistently deliver a 100% ROI within 12–18 months, with an average ROI of 4:1 within 2 years. Below are more details on our impressive ROI track record.

ROI Project Highlights

Agate Beach

PROBLEM The City of Newport, OR, needed to upgrade its wastewater system, but lacked the funding for the project.

SOLUTION Dig Deep did its digging to find a government loan at 2.49% APR versus the typical municipal bond at 3.89% APR. Not having to pay interest until construction for Phase 1 was completed, the City saved \$2.2 million in interest payments.

Big Creek Road

PROBLEM A landslide from a storm event wiped out the only access route to the City's raw water supply source. Repairs were needed immediately, but funds were lacking.

SOLUTION FEMA subsidized 75% of the costs, and Dig Deep helped secure an Oregon Emergency Grant to cover the City's 25% portion. Consequently, the City was reimbursed for 100% of the repair costs with government grants.

TITLE	ROI	DESCRIPTION	INVESTMENT	RESULT
Agate Beach Wastewater Improvements for City of Newport, OR	41:1	Repair and update the City's wastewater system at Agate Beach	\$49,300	\$2 million in interest savings and the City was able to leverage their money to complete the project immediately; spending the interest savings on other capital improvement projects
Automated Metering Infrastructure for City of Newport, OR	5:1	Replace the City's outdated water meter system with new digital equipment and software	\$50,000	\$300,000 in federal grants for cost of digital meters
Big Creek Road in Newport, OR	16:1	Repair access road to the City's only source of water	\$12,700	\$216,702 in state grants to cover 100% of the City's cost of the road repair
Newport Fire Station	6:1	Retrofit the City of Newport's main fire station to withstand a seismic event	\$50,000	\$1.5 million in state grants to fund 100% of the fire station improvement costs
Pitkin County, CO Landfill	3:1	Helped identify and secure a grant to improve the County's septic waste removal process	\$42,500	\$150,000 in federal grants for waste removal improvements
Share Good Foods, CO	5:1	Assess potential for workforce development programs	\$9,600	\$50,000 reinvested in operating and workforce development costs

Collaboration Counts in Securing Funds



Metro Health Hospital Green Roof, Grand Rapids, MI

Dig Deep's approach to securing capital funds is about much more than technical assistance. "The Dig Deep team understood exactly what we needed," comments the City of Newport's Public Works Director Tim Gross. "Plus, Dig Deep engaged our target funding agency in the planning process, setting us up for success." Dig Deep CEO Tia Cavender notes that forging these relationships is an absolute must for fundraising success. Collaboration between funder and recipient improves the overall project and significantly increases the rate of funding success, both now, and in the future. Highlights below showcase Dig Deep's track record in securing capital funds.

Money Secured Project Highlights

Metro Health Hospital

PROBLEM The costs for a new 58,000-square-foot green roof were out of reach for a small, osteopathic teaching hospital in West Michigan.

SOLUTION A Dig Deep strategist helped identify and secure \$660,000 in state grants, corporate sponsorships, and private grants to fund $\frac{2}{3}$ of the overall green roof construction cost.

Bluff Lake Nature Center

PROBLEM A leaking lake posed big problems and big design costs.

SOLUTION During the planning phase, Dig Deep identified a new design firm to create an alternative, less expensive design for the project that saved \$500,000, and helped secure \$1.1 million in state grants.

CLIENT	MONEY SECURED	PROJECT
Bluff Lake Nature Center, CO	\$1.1 million in state and private grant funds	Water infrastructure for Bluff Lake
City of Cheyenne, WY	\$17 million in state and federal grants	Water infrastructure projects in the City of Cheyenne's West Edge redevelopment area
City of Newport, OR	Over \$14 million in low-interest government loans; raised \$2.9 million in federal, state and private grants	Various water and wastewater capital improvement projects throughout the City of Newport
Metro Health Hospital, Grand Rapids, MI	\$660,000 in state and private grants	Installation of green roof on new hospital building
City of Newport, OR	\$500,000 in state planning grants	Feasibility planning for the replacement of the Big Creek Dams
Pitkin County, CO Landfill	\$150,000 in federal grants	Installation of a portable, on-site wastewater treatment system at the County's waste management facility

Insight + Creativity = Cost Savings



Bluff Lake Nature Center, Denver, CO

The City of Newport, OR, hired Dig Deep to identify potential grants for the City's water infrastructure projects. What the City didn't expect was for the Dig Deep team to look at everything in its capital improvement plan and make recommendations about where to save money. This kind of progressive, long-term thinking is what sets Dig Deep apart from other consultants. "We might talk you out of pursuing a particular grant," reveals CEO Tia Cavender. "We weigh the potential success of the grant against the competitive landscape; how much time and money it costs to secure and administer the grant." As noted in the examples below, these critical insights help organizations save money and plan strategically for future capital funding needs.

Money Saved Project Highlights

City of Newport, OR

PROBLEM A laundry list of expensive capital and infrastructure projects had stressed the City's capital budget for years.

SOLUTION By identifying government grants and public financing options, Dig Deep helped the City save \$3.7 million in costly interest payments, and defer payments until the first phase of construction was completed.

Gibson Athletic

PROBLEM This privately held manufacturer of athletic equipment was burdened with high state taxes.

SOLUTION Dig Deep revealed to the company that it was eligible for specific income tax credits, qualifying the business to receive >\$40,000 in state and federal tax credits. As a result of the state tax credits, the company hasn't had to pay state income taxes for the past four years.

CLIENT	MONEY SAVED	RESULT
Bluff Lake Nature Center, CO	\$500,000 in design/engineering costs	With Dig Deep's referral of a more innovative engineering firm, Bluff Lake Nature Center saved costs on an improved design solution, and secured over \$1.1 million in state funding
City of Newport, OR	\$3.7 million in interest payments	Redirected \$3.7 million in tax revenues to pay for other capital improvements
Gibson Athletics, CO	\$40,000 for four years in state and federal tax savings	Able to reinvest funds into operating budget annually for four years
Share Good Foods, CO	\$50,000 in state and federal income tax credits in the first year	Increased operating capital by \$50,000

A crystal-clear vision for funding today and tomorrow



When Tim Gross began his tenure as Director of Public Works and City Engineer for Newport, OR, it didn't take long to realize that the needs on Newport's capital improvement plan far outnumbered the digits in the city's budget. Government grants seemed a likely source for capital improvement funds. But how to go about grant-seeking, and do it successfully? That's where the city needed help. So, Gross partnered with Tia Cavender of Dig Deep, a leading cultivator of creative solutions for municipalities in the hunt for capital improvement funding.

Step one for Newport and the Dig Deep team of researchers was to develop a long-term, comprehensive strategy for all capital improvement projects. That's a critical piece of advice Gross follows. "Don't think about where you are today, but rather, where you need to be three, five or even 10 years down the road." With Dig Deep's insights, Gross learned exactly which Newport projects were most "fundable," and which funding programs were worth pursuing. Next, they successfully secured grants and low-interest loans to pay for the planned capital improvements.

Over a five-year period, the City of Newport secured approximately \$14 million in low-interest government loans, and \$3 million in grants from federal, state and private sources. With Dig Deep's expert approach to capital grant-seeking, Newport now has a sustainable funding plan in place for replacing and repairing the city's aging infrastructure.

"Pairing fundable projects with public—and private—capital funding allows the City to stretch its investments," explains Gross. "In some instances, we don't have any out-of-pocket funds because we're able to use one grant to provide the match for the next. That's part of the strategic planning process, understanding how all those pieces fit together."

Capital Improvement Project Highlights

Newport Fire Station

PROBLEM Research around the Cascade Subduction Zone revealed a 40% likelihood of a seismic event in the next 50 years, which Newport's main fire station could not withstand.

SOLUTION The team identified and secured a \$1.5 million grant to fund 100% of the costs to seismically retrofit the building and bring it up to current seismic standards.

Bay Moore Road

PROBLEM The City needed to repair and update its road and storm drainage system near a bayside road, but lacked the funds to pay for the upgrades.

SOLUTION By tapping into a special public financing package to replace the bayside storm drainage system, the strategist team creatively rolled six projects into one \$9 million loan package, secured 1% APR financing for the entire group of projects, and helped save the City \$2.2 million in interest payments.

Big Creek Dams

PROBLEM The City recently discovered that the Upper and Lower Big Creek Dams, which provide the sole source of water for the city, are seismically deficient. In the event of a mild or moderate seismic event (i.e., 3 or higher on the Richter scale), the soil under the dam will liquefy and the two dams will fail, leaving up to 60,000 visitors and residents without water for three to six months. The cost of a new dam is expected to be \$40–\$50 million over the next five to 10 years.

SOLUTION The team created a long-term strategic funding plan to secure funding for the Dam planning, design, and construction; resulting in (to date) \$500,000 in government planning grants and \$800,000 in 1% APR financing for fish passage planning, design and environmental permitting.

6:1 ROI

\$6 for every \$1 invested from 2014–2017

Secured grants totaling
\$2.9M

Saved
\$3.7M
in loan interest

Secured
\$14M
in low-interest financing

42
partnerships created with influential stakeholders

AN APPROACH TO FUNDING CAPITAL PROJECTS



In 2007, Metro Health Hospital (Metro) was preparing to build a new facility that was to be one of the first LEED certified hospitals in the country. The hospital CEO was particularly excited about the concept and design of the green roof to help collect and absorb rain, dramatically reducing the amount of storm water runoff. Less runoff means less stress on sewer systems during peak flow periods. Metro's roof would also give patients a view of a flowering green landscape instead of dull black or white rooftop.

As the Director of Grants for Metro Hospital, Tia Cavender discovered there were no similar large-scale commercial projects in the United States, though many in Europe. And—what proved to be the foundation of the Metro funding strategy—there was scant empirical data in the literature that substantiated the claims that green roofs can lead to reduced heating and cooling expenses of buildings, decreased pollution, and save money in energy costs.

Thus, the hospital's strategy became to turn the green roof capital project into an evaluation study to investigate the long-term benefits of vegetative technology on water quantity and quality. In order to maximize the study's scientific value, the 68,000 square footage of the proposed roof was divided into two areas to provide a control: half would be a green roof and the other half a regular roof. Using this approach

allowed Metro to pursue more funding options than they otherwise could.

The three-year evaluation study would monitor and capture the runoff from both rooftops and compare the volume of each. The hospital's funding strategy also included water quality testing of newly constructed rain gardens in the parking lot as part of the study. Six rain gardens had standard vegetation and soil and six had bioretention vegetation and soil. Bioretention soil, like green roof soil, is a special mixture designed to facilitate plant growth, filter runoff, and absorb heavy metals, nutrients, and hydrocarbons. The bioretentive properties filter storm water runoff before its release into storm drain systems, reducing pollutants and contaminants, and reducing the burden on storm sewer systems.

The initial funding, a \$400,000 matching grant, was secured from the State of Michigan's Department of Labor and Economic Growth. The government grant provided Metro with a position of strength to seek matching funds, including the Kresge Foundation, Frey Foundation, and the Roof Consultants Institute Foundation. Next, they offered corporate sponsorships ranging from \$5,000 to \$25,000 and provided sponsors permanent signage at the facility and acknowledgement on Metro's website. Corporate sponsors included the Sustainable Research Group, Allied Waste, Aquinas College, Hortec Nursery, among others.

All in all, Metro Health Hospital received five grants, nine sponsorships, and twenty individual donations, securing over \$630,000, covering approximately two-thirds of the green roof costs. The hospital viewed it as an outstanding success.

"There are two factors that made it possible," said Tia Cavender, now Principal of Chase Park Grants in Denver, Colorado. "First, was our decision to incorporate a research study, and second, was our multi-tiered approach to grant-seeking. We also experience other bonus benefits including a huge leap in awareness of the hospital's commitment to health and the opportunity to educate the community on the value of sustainable design."



Today, the green roof is flourishing, and contributes to the hospital's zero storm water run-off. The hospital is currently preparing for another energy efficiency study, this time measuring the thermal properties, where the same grant-seeking strategy will be used to raise even more funding for hospital maintenance and facilities upkeep.

For more information, contact:
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Meet The Team

Experience counts when seeking grants, and the Dig Deep team has heaps of it. From project management to in-depth research to critical strategizing, each of our team members offers a unique set of skills. When united, we bring a new level of insight and service to our clients to cultivate sustainable grant funding.

Tia Cavender | CHIEF EXECUTIVE OFFICER



The founder of Dig Deep, Tia takes the lead in strategically structuring municipal projects and then matching them with capital funding sources. Known as “the master cultivator,” she is tireless both in her thoughtful structuring of each project and in searching for long-term solutions that meet the

needs of everyone at the table. A national expert with 20 years experience in capital grant seeking, Tia holds two master’s degrees from the University of Colorado (Industrial/Organizational Psychology and Clinical Psychology). Fueled by a relentless drive, Tia is devoted to social justice, environmental sustainability, and quite a few other things that aren’t even remotely serious. She always finds time to cheer on her kids’ athletic and artistic pursuits.

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Rick Arthur | CHIEF FINANCIAL OFFICER



Our financial guru, Rick has over 35 years of experience in senior financial roles. He keeps Dig Deep firmly on-track with his adept strategic planning, and expert guidance on growth and all money matters. While finances are serious business, Rick firmly abides by his mother’s advice that a day without laughter is a

day wasted. Fortunately, he has only to turn to his beloved grandkids for his RDA of belly laughs.

> Rick@GoDigDeep.com

Mike Faught | MANAGER, OREGON OPERATIONS



An expert in the truest sense, Mike has 40 years experience in the field of public works, including as public works director for three different Oregon cities. Have a question about capital improvement planning for public works projects such as water, sewer, transportation, or parks and recreation? Mike’s your guy. Our

Dig Deep clients in Oregon rely on him for this practical know-how, and equally so for his insightful strategic grants planning. When he’s not busy assisting Oregon’s municipalities, Mike can be found either cycling across the Western half of the United States or at home, bow hunting with his relatives. He’s talked his entire family (including five grandkids) into pursuing this challenging sport.

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Rachel Galvan | ACCOUNTING MANAGER



A CPA by trade, Rachel has her balancing act down pat—managing accounts payable, keeping tabs on cash flow, auditing financial documents and more. As Dig Deep’s accounting manager, she keeps our day-to-day bookkeeping in order with precise efficiency. Rachel is originally from Texas, so warm weather is her

preference. But during Colorado’s winter months, she and her family are enthusiastic powder hounds.

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Meet The Team CONTINUED

Liz Stinson | GRANT STRATEGIST



Liz brings 15 years of experience working in the public and private sectors to Dig Deep, and is tasked with obsessing over our proprietary data and research. She counts technical writing, project research and data management among her specialties, and has employed these skills at a range of government, education, health care and non-profit settings. Having grown up in Michigan, Liz still likes to escape to fresh water for canoeing and hiking whenever she can.

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Cheryl Kester | GRANT STRATEGIST



Cheryl knows grants—strategies, funders, stakeholders, grant readiness, application dos and don'ts—her expertise covers it all. Most importantly, this professional speaker, author and grant strategist has put all that know-how to work securing more than \$154 million in grants and contracts for clients over the last 20 years.

For our clients, she's a gold mine. When Cheryl takes a break, she's on a bike in hilly country with plenty of dark chocolate on hand.

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