

Attachment 1b

Response of Greater Everett Community Foundation

GREATER EVERETT
COMMUNITY
FOUNDATION

Serving all of Snohomish County

P.O. Box 5549
Everett, WA 98206
(425) 257-8385

February 22, 2006

David Lundsgaard
Graham & Dunn PC
Pier 70
2801 Alaskan Way, Suite 300
Seattle, WA 98121-1128

Dear David,

The Greater Everett Community Foundation (GECF) is interested in being the grant administrator for the Verizon/MCI Public Purpose Fund. Attached for your review is the information that you requested in your February 16th email.

Since our beginning, GECF has taken a proactive approach to community needs. In addition to supporting programs through our donors' funds, GECF has created several special initiatives, which in turn have generated funding for parks and recreation, community development, human services, libraries, youth philanthropy and literacy.

As a community foundation, we are unique within Snohomish County in building permanent funds to improve quality of life and address the full spectrum of community needs, both today and for the future. In doing so, we have developed collaborative relationships with many businesses, community organizations and governmental agencies.

The following are our key qualifications to assume the role of grant administrator for the Verizon/MCI Public Purpose Fund:

- Well respected community foundation with financial management systems and qualified staff in place to handle the work.
- Skilled and involved volunteers to guide and provide input to the process.
- Use of a consultant who is uniquely experienced to lead the grantmaking process.
- Intimate knowledge of non-profit organizations and citizens of Snohomish County, which occupies a large segment of Verizon's territory.

Thank you for the consideration of our proposal. We look forward to talking with you soon.

Sincerely,

Maddy Metzger-Utt
Executive Director

cc: Tom Spinks, Mary Kimball, David Valdez, Claire Bishop (all via email)

GREATER EVERETT
COMMUNITY
FOUNDATION

Serving all of Snohomish County

Grant Management for the Verizon-MCI Public Purpose Funds

Past Experience in Grants Management

The Greater Everett Community Foundation serves as a growing, permanent community asset for agencies and community groups throughout Snohomish County. The Community Foundation is a philanthropic pool, built by gifts from hundreds of individuals, families, businesses and organizations committed to improving the quality of life for the people of Snohomish County. Guided by a board of volunteer leaders and assisted by numerous other volunteers, the Foundation works in every aspect of the community from the arts and education to human services and programs for diverse populations.

We were established in 1993 as the Everett Parks Foundation for the purpose of helping donors enhance Everett's parks. Through several park projects, we attracted donors with other community interests in addition to parks. In 2001 we expanded our mission and changed our name to the Greater Everett Community Foundation. In 2002 we merged with the Snohomish County Community Foundation to create one, unified foundation, greatly enhancing our capacity to serve donors throughout Snohomish County. We currently have 81 different funds including corporate employee giving funds, donor advised funds, designated funds, field of interest funds, and unrestricted funds. Since 2001, we have given out over \$1.5 million in grants.

Claire Bishop, a Partner with The Giving Practice: a consulting service of Philanthropy Northwest, will direct the efforts of the Greater Everett Community Foundation in distributing Verizon/MCI "public purpose" funds. She has more than 20 years experience as a grantmaker in the Northwest; her resume and a list of consulting projects are attached.

1. Ms. Bishop's "public purpose" and settlement distribution experience is as follows.

1999 – 2001 & 2006. As a consultant working with The Seattle Foundation, Claire Bishop designed the distribution of \$2 million in settlement funds from QWEST for the Office of Public Counsel and other parties to the settlement. This involved the creation of the Telecommunications Consumer Education Fund (TCEF) at The Seattle Foundation, convening an ad hoc grants committee chaired by Roger Eigsti, former SAFECO CEO, and:

- Development of funding criteria through interviewing the parties to the settlement; and,
- Request for Proposal (RFP) and application process
- Outreach and identification of potential applicants statewide
- Distribution and promotion of the RFP; technical assistance for grantseekers
- Review of proposals, site visiting and analysis of different funding combinations to determine which best met the funding criteria
- Staffing the ad hoc grants committee, development of funding recommendations
- Development and negotiation of grant agreements and reporting requirements with grantees
- Facilitation of collaborative efforts among grantees
- Development of a final report capturing the results of the work of TCEF grantees (in process)

2. 2003 – 2007. Again as a consultant working with The Seattle Foundation, Ms. Bishop designed the distribution of the \$13.5 million settlement negotiated by the State Attorney General with Duke Energy and El Paso Energy. The Washington Consumer Energy Fund, established at The Seattle Foundation, was overseen by another ad hoc grants committee chaired by Jan Condit, who is also chair of The Seattle Foundation's Grants Committee. In addition to the TCEF tasks described above, Ms. Bishop also performed the following:

- In consultation with CTED and the AG, the development of an "Index of Harm" detailing the amount of harm residential electrical consumers experienced in each of the 50 + utility service areas in Washington State. The amount of settlement funds allocated to each utility service area was determined using this Index
- Development of maps detailing the location of utility service areas, household income information, and Tribal boundaries, as guidance for grantseekers
- Fostering applications from statewide non profit consortia (community action agencies, tribal organizations)
- Grant monitoring and reporting during the two-year funding period; management of one grant rescission due to non performance and the re-granting of the funds

References for the Greater Everett Community Foundation

Mark Nysether, CEO, Sea-Dog Corporation	(425) 259-0194
Lee Pinter, CEO, Coastal Community Bank	(425) 257-1652
Bob Drewel, Executive Director, Puget Sound Regional Council	(206) 464-7518
Mark Nesse, Executive Director, Everett Public Libraries	(425) 257-8001

Ms. Bishop:

Phyllis Campbell, President & CEO; The Seattle Foundation, Phyllis@seattlefoundation.org
Molly Stearns, Senior Vice President; The Seattle Foundation, Molly@seattlefoundation.org
(206) 622-2294

Experience or preference for holding grantor funds for distribution or directing disbursement of funds held by a third party:

Best practices for grantmaking suggest that it is preferable to have the funds placed with and distributed by a single source. The reason for this best practice is to help solidify the relationship between the grantor and the grantee. This will help to eliminate any confusion about which organization is responsible for monitoring the performance and fiscal management of the grantee, as well as responding to any difficulties which may emerge once the grants have been made. It is our preference that we hold the grant funds.

General approach to the administration of "public purpose" funds:

- a. Based on the information provided, funds would be distributed via a comprehensive process taking 6 to 7-months to implement (please see timeline), followed by grant monitoring for the duration of the grant period, and the compilation of a mid-term progress report and a final report if the grant period exceeds 12 months (if 12 months or less, only a final report will be issued).
- b. Deposit of the "public purpose" funds in the short term investment account of the Greater Everett Community Foundation.
- c. Convening the Grants Committee of the Greater Everett Community Foundation, and recruiting additional experts as needed, to oversee and advise the staff and consultant.

Verizon/MCI Public Purpose Fund Implementation Timeline

Month	Task
One	<ul style="list-style-type: none"> • Outreach to identify potential applicants in Verizon service territory • Develop Request for Proposal & application form • Set-up technical systems (FIMS grants management software) • Convene Grants Committee
Two	<ul style="list-style-type: none"> • Distribute Request for Proposal • Provide technical assistance to grantseekers
Three	<ul style="list-style-type: none"> • Grant applications due (6-week application period) • Screen for eligibility and funding criteria fit • Make first cut of proposals to advance to full review • Enter all proposals into FIMS • Update Grants Committee and seek input re: first cut recommendations • Begin proposal review & site visiting
Four	<ul style="list-style-type: none"> • Continue proposal review & site visiting
Five	<ul style="list-style-type: none"> • Complete proposal review • Analyze and develop possible funding recommendations • Write proposal summaries, distribute to Grants Committee • Convene Grants Committee • Finalize funding recommendations
Six	<ul style="list-style-type: none"> • Present funding recommendations to the Greater Everett Community Foundation Board or the WUTC for approval (if WUTC is to be involved in approval, the recommendations will still need to be confirmed by the GECF Board) • Develop grant agreements and reporting requirements with grantees • Send denial letters to organizations not selected for funding
Seven	<ul style="list-style-type: none"> • Once signed grant agreements are received, send first grant installment checks (if grant period is more than 12 months, we recommend two installments with the second installment disbursed pending the receipt of a satisfactory progress report from the grantee)
Remainder of grant period	<ul style="list-style-type: none"> • Monitor grantees' performance • Review grantee reports, summarize and distribute a mid-term progress report and a final report at the conclusion of the grant period

Estimated administration costs and identification of key factors affecting administrative costs:

- a. Greater Everett Community Foundation Fee:
1% of total settlement = \$12,500
- b. Consultant time & expense:
Time = \$22,500 (180 hours @ \$125 – discounted from \$150 p/hour)
Expenses = \$1,000 (mileage, lodging, food)

TOTAL FEES = \$36,000

Key Factors that may affect our administrative costs:

- a. Geography – site visiting to areas outside of Snohomish County.
- b. Depth of reporting on grantee performance.
- c. Specificity, or lack of, in funding criteria – if criteria is broad we'll receive more applications which will require more time to review and site visit.
- d. Involvement of or reporting to Verizon/MCI, Office of Public Counsel and the WUTC; while involvement is welcome, it will take billable time to accommodate.

Specific personnel involved in grant administration:

The Greater Everett Community Foundation will utilize a staff team to administer the Verizon/MCI public purpose fund. Our Executive Director will oversee the entire process and work with the Board of Directors and the Grants Committee. Our Finance Director will be responsible for entering the grant information into FIMS (Foundation Information Management Software), cut checks to organizations that have been selected to receive grants, along with any other financial administration that is necessary. Our Program Director will work with Claire to assist with proposal review, site visits and monitor grantees' performance.

In addition to Everett Community Foundation staff, Claire Bishop, a consultant with The Giving Practice, will design and lead the distribution of the "public purpose" fund. Her resume and list of consulting projects is attached for your review. Ms. Bishop has specific experience in designing and managing settlement distributions within Washington State. She also has knowledge of telecommunications issues and the non profit organizations statewide who are addressing the issue. Her experience with settlement management is unique and will result in the use of tested grantmaking practices and materials, and as a consequence, avoid costly and potentially time-consuming mistakes. Her reputation as a grantmaker among non profit organizations statewide is also well-established and she is respected for her fairness, integrity and transparency.

CLAIRE BISHOP

2253 Gilman Drive West # 406

Seattle, WA 98119

(206) 281-8876

claireb96@comcast.net

SUMMARY

Experienced leader with more than 20 years of professional experience in grant program design and management, staff recruitment, training and management, strategic and operational planning, grant request evaluation and monitoring, project design and management, communications planning and materials development, community organizing and outreach, organization management.

PROFESSIONAL EXPERIENCE

The Giving Practice, Seattle, WA

2003 – Present

Partner

Member of a philanthropic consulting practice specializing in program development, strategic planning, board and staff development, executive recruitment, training and coaching.

Washington Dental Service Foundation, Seattle, WA

2002 – 2004

Senior Program Officer

Development of community initiatives focused on improving oral health and utilizing grantmaking, program design and management, strategic communications and public policy work. Design of funding and program partnerships with public agencies and private foundations. Provision of technical assistance to grantseekers and grantees, grant proposal evaluation and presentation of funding recommendations to the Foundation's Board.

Bishop Philanthropic Consulting, Seattle, WA

1999 – 2002

Owner and Principal Consultant

Wide range of consulting services provided to private foundations, corporate giving programs, non profit organizations and individuals concerning effective philanthropy. Clients included: the Bill & Melinda Gates Foundation, InfoSpace, The Seattle Foundation, Washington Dental Service, Foundation for Early Learning. One of four founding partners of Philanthropy Northwest's The Giving Practice.

The Ford Family Foundation, Roseburg, OR

1998 – 1999

Program Officer

Start-up development and management of a general purpose grantmaking program, with a \$400 million endowment, covering the state of Oregon and Northern California.

- ◆ Recruited, trained and supervised grants program staff.
- ◆ Developed and implemented a two-phase grant application process including the design of pre-application, application and evaluation forms.
- ◆ Supervised the integration of MicroEdge grants management software.
- ◆ Wrote, coordinated the design, printing and distribution of two editions of a grant guidelines brochure.
- ◆ Staff support to the Board of Directors and facilitated approval of funding priorities.
- ◆ Provided technical assistance to grant seekers, evaluated grant requests and made funding recommendations to the Board of Directors.

SAFECO Corporation, Seattle, WA

1985 – 1998

Community Relations Representative

Managed corporate contributions, representing 40% of total giving, to non profit health and human services organizations.

- ◆ Design, management and evaluation of 7 multi-year community initiatives.
- ◆ Development and distribution of 10 annual reports of community relations activities.

- ◆ Development and management via email of an employee volunteer program at 15 branch offices located throughout the US.
- ◆ Review of grant requests and development of funding recommendations for senior management; technical assistance provided to grantseekers.

Spokane Food Bank, Spokane WA

1984 – 1985

Executive Director

Managed the collection and distribution of food to people in need through a 10-outlet food banking system in Spokane County and the delivery of USDA commodities to 9 counties in Eastern Washington.

- ◆ Tripled the amount of food and funds raised annually.
- ◆ Managed remodeling and relocation to a significantly larger warehouse/office space.
- ◆ Expanded the quantity, variety, and quality of food available for distribution through acceptance into the national Second Harvest program.
- ◆ Initiated a food bank users' self-help program.
- ◆ With volunteer graphic design assistance, developed new agency logo and print materials; conducted media campaign to increase public awareness of hunger.

United Way of Spokane County, Spokane, WA

1982 – 1984

Assistant Division Director

Performed as part of a staff team that assisted 100s of volunteers raising and distributing funds in response to health and human service needs in Spokane County.

- ◆ Staffed 2 fundraising divisions and 4 fund distribution committees.
- ◆ Led staff and volunteer strategic planning activities related to community needs and fund distribution.
- ◆ Wrote, produced and distributed community resources brochures.

City of Spokane and Spokane County Planning Dpts., Spokane, WA

1978 – 1981

City/County Historic Preservation Officer

Developed and managed a county-wide historic preservation program.

- ◆ Inventoried county historic and archeological resources.
- ◆ Reviewed development proposals in the city and county to determine impact on cultural resources.
- ◆ Developed and staffed Historic Landmarks Commission.
- ◆ Wrote and facilitated adoption of City/County Historic Landmarks Ordinance, Historic Preservation Plan, and amendments to the County's Open Space tax exemption regulations to include historic properties.
- ◆ Developed and taught 3-credit Historic Preservation Planning course at EWU.

EDUCATION

Bachelor of Arts – Anthropology and Political Science – Washington State University

COMMUNITY & PROFESSIONAL INVOLVEMENT

Board Member – Children's Alliance, 2004 -- ongoing

Board Member – Asian Counseling and Referral Service, 2002 -- 2003

Treasurer, Program Co. Chair, Board Member –Philanthropy Northwest, 1985 – 1999

President, Board Member – Country Doctor Community Health Centers, 1988 – 1997

The Giving Practice-A consulting service of Philanthropy Northwest

Claire Bishop, LLC

Consulting Projects

Operational Planning

Foundation Northwest, Spokane

January 2005 – Ongoing

Reference: Candy Hanford, Interim CEO, (509) 624-2606; candy@foundationnw.org

- Evaluation of this community foundation's current grantmaking practices & staffing.
- Formulation of recommendations to increase efficiency and build staff capacity to manage current grantmaking and the infusion of a large new endowment from Northern Idaho.
- Development of an outreach plan for the implementation of grantmaking in rural areas made possible through a grant from the Bill & Melinda Gates Foundation.
- Transitional support and guidance to staff and the newly hired President & CEO.

Bill & Melinda Gates Foundation

December 1999 – August 2000

Reference: Terry Meersman, former Director of Finance & Senior Program Officer – Northwest Programs, Currently, Executive Director Talaris Research Institute, (206) 529-6898; tm@talaris.org

- Design and implementation of a Foundation-wide grants administration process and staffing plan.
- Facilitation of a Foundation-wide task force to determine the systems integration of grants management, accounting and project management software; charting original grants administration workflow for each of four program areas and the design of a new integrated workflow.
- Identification of due diligence concerns within each program area.
- Coordination of three series of MicroEdge – Gifts for Windows software training for 60 Foundation employees.
- Development of a grants administration staffing plan and job descriptions; national sourcing and recruitment of candidates; interview coordination; orientation and training of new employees.
- Ongoing assistance to four program areas concerning grantmaking practices, resources, and connections to peers.

Strategic Planning

Washington Dental Service Foundation

October 2000 – February 2002 & January 2004 – June 2004

Reference: Tracy Garland, President & CEO, (206) 528-7388; tpgarland@deltadentalwa.com

- Gathering and synthesizing input from staff, foundation peers and community leaders for the identification of future directions for the foundation and WDS corporate giving program.
- Facilitating the operational and programmatic changes accompanying the merger of the foundation and corporate giving program.
- Recruiting and orienting Deputy Director; training and coaching existing staff.
- Facilitation of two staff planning retreats.
- Grantmaking process retooling.
- Evaluation and termination of \$1.5 million multi-year initiative, Cavity Free Kids, in Central Washington.
- Development and execution of a national marketing plan for the dissemination of **Cavity Free Kids: Oral Health Education for Preschoolers and Their Families** through Head Start.

Comprehensive Health Education Foundation

November 1999 & July 2000

Reference: Sue Haughton, Assistant to the President, (206) 824-2907; shaughton@chef.org

- Connected strategic planning goals with newly designed grantmaking program through facilitated discussions with senior staff.
- Review and modification of new grant guidelines, grant application materials, brochure and outlined workflow.

Settlement Fund Distribution

The Seattle Foundation – Telecommunications Consumer Education Fund

August 2000 – November 2001

Reference: Molly Stearns, Senior Vice President, (206) 622-2294; molly@seattlefoundation.org

- Design and management of a \$2 million statewide Pro Se settlement fund distribution for the Office of Public Counsel, Washington State Attorney General.
- Scope of giving defined through interviews with parties to the settlement.
- Identification of and outreach to potential applicants.
- Development and distribution of a Request for Proposals to 300 non profit organizations.
- Provided technical assistance to grantseekers.
- Proposal review, site visiting, development of funding recommendations.
- Advisory Committee staffing.
- Facilitation of collaboration amongst grantees.

The Seattle Foundation – Washington Consumer Energy Fund

October 2003 – January 2007

Reference: Phyllis Campbell, President & CEO and Molly Stearns, Senior Vice President, (206) 622-2294;

Phyllis@seattlefoundation.org and molly@seattlefoundation.org

- Design and management of a \$13.5 million statewide settlement fund distribution process.
- Please see tasks described above.

Program Development

The Seattle Foundation – Grace and Harold Sewell Memorial Fund

September 2004 – Ongoing

Reference: Lois Bauer, Trustee, (425) 222-9541; loisbau@comcast.net

- Design and implementation of the Sewell Learning Partnership project, immersing experienced health sciences librarians within the operations of leading health organizations such as Seattle Biomedical Research Institute, Public Health Seattle/King County and Group Health Cooperative, in order to more fully realize how to effectively work with each other.
- Recruitment of host organizations.
- Presentation of host proposals to Fund Trustees; facilitation of modifications by hosts.
- Development of recruiting plan and recruitment of librarians.
- Facilitation of Learning Partnership matchmaking.

Foundation for Early Learning

November 2000 – August 2001

Reference: Jean Anderson, Executive Director, (206) 525-4801; Jeanne@earlylearning.org

- Advisor on program-related matters for a start-up foundation seeded with a \$10 million grant from the Bill & Melinda Gates Foundation.
- Development of grant guidelines, monitoring a large multi-year grant.
- Participation in strategic and operational planning.
- Program Director recruitment.

Committee for Children

February 2001 – April 2002

Reference: Trina Forest, former Assistant to the Executive Director, trina@cablespeed.com

- Facilitation of Board and staff task force to develop grant guidelines and funding process.
- Staffed the review and selection of FY2001 grant recipients.
- Management of recruiting process for development officer.