



## **Statement of Qualifications for Grant Writing Services**

Prepared for: City of Santa Cruz

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## Scope of Work

Attaché, LLC was founded in 2019. Our team represents highly skilled professionals in the areas of strategic planning, grant writing and management, project management, grant research, procurement with an emphasis on building effective and collaborative fundraising relationships. We recognize that projects are not always as “shovel ready” and therefore grant-ready as our partners may desire, our team of multi-disciplined experts are there in these situations to help build up the project or program’s documentation, plans, budgets, and even political and federal agency alignment to improve fundability and transition from ask to action. Attaché Partners is a fully remote team. We operate out of our offices in Washington, Oregon, Texas and Virginia.

## Our Process:

Our team has extensive experience developing grant proposals and tuning program plans, budgets, and coalitions of support to meet the needs of a wide variety of funder’s expectations.

Success in completing applications to requirements is not just about a deep read of the funding notice. Our approach to work directly with the funding agency or foundation wherever possible ensures a collective and collaborative understanding of the funding opportunity, its requirements, and the unwritten reality of the funding and decision process. This helps us ensure we are not blindly applying, but instead truly proposing a program and funding vehicle that match from the perspective of all parties and has the highest potential for award.

Our deep knowledge on each side of the funding equation; as people who have written grant proposals, developed and managed grants within nonprofits and agencies, and worked to broker and develop those relationships over time, we are uniquely qualified to decode the complex language, processes, and context of potential funding.

## Interview

In order to develop successful funding for a project or program, we first need a deep understanding of the current state. Just like onboarding a new project manager, or program administrator we need understanding of context, budget, coalition of support and politics, and schedule at a fairly detailed and interrelated level.

We use a guided, collaborative interview process to work with the project sponsor and any key stakeholders to understand the need, context, and fit. We know every partner, department, and need is different. It is our patient, responsive, collaborative, partnership approach that makes us such a great fit for busy public agencies and nonprofits. We’ve all been in your shoes before, and are here to help guide you through.

If a specific grant has been targeted, we review the notice of funding opportunity in preparation and develop our guided interview focused on application to that opportunity.

## **Develop - When an opportunity is identified**

Our team uses online collaboration tools to craft the grant folio, upload and format attachments, and prepare the overall application package.

Ideally it is our preference to attend webinars or technical briefings for opportunities as they announce, contact grant managers or agency officials to propose projects and seek advice regarding fit and approach to application, and provide drafts to any technical assistance or feedback windows offered ahead of the due date. Each of these steps can vastly improve the chance of an award. However, timelines to develop grants, when we start, etc. all vary and we may not be able to incorporate the activities above for each opportunity. We plan our development work to submit federal opportunities at least 72 hours prior to the posted due date to ensure acceptance and make room for any changes, assistance, or feedback from grantmaker.

## **Search - If no grant identified for further funding is needed**

If the project or program is not yet matched to a grant opportunity, or seeks additional funding we use the understanding we search the funding marketplace for public and private opportunities using best-in-class tools that we have hand verified are providing us the first and most accurate view into the market.

We work quickly to deliver near term opportunities and begin proposing, while forecasting a full calendar year of longer term grants to be developed so that the process becomes consistent and well managed in terms of activity and spend.

## **Program Development - If needed to prepare for application or enhance fundability**

Many funders, especially federal agencies, are most likely to award resources to “shovel ready” projects. For many partners, especially those without the resources to perform project planning work, this can be a daunting barrier.

Most projects and programs are expected to demonstrate a degree of study, planning, quantitative justification, and coalition building that implies they are ready to begin action once funds are awarded. For many federal agencies, increased weight is being placed on transformation or long-range plans that conform to their specific strategic goals and focus areas, often with federal funding to build plans and subsequent funding to implement them.

Part of the value of our team dynamic is having people with multiple industry certifications experienced in developing and proposing major public works projects from start to finish. Our grant writers pull these individuals and their expertise in, all under the work of completing the grant, to shore up and develop the project/program where needed. In the past this has included federal DOT conforming cost/benefit analysis, complex multi-year budgeting and financial planning including multiple debt instruments, or even just laying out the work using a professional project planning standard that conforms to the grantmakers expectations.

In the occasional scenarios where the work to develop the project/program to a fundable state is needed beyond what can be accomplished with the focus/timeline of a grant opportunity, this can be completed as a separate scope of work using the same resources that will be helping to drive your funding proposals.

## Our Team: As a firm and individually, all are in good standing with the Association of Fundraising Professionals (AFP) *Resumes Attached*

### **Ryan Whitman-Morales** — *Founder, Managing Director*

Ryan holds an MBA from Willamette University. He has an extensive background in procurement and has been on both sides of the RFP process, both as reviewer as well as managing projects totaling more than 1 billion dollars. Ryan founded Attaché in 2019 with the mission of maximizing the efficiency of getting funding to the right partners making a real impact in their communities. Ryan supervises the writing process and gives final edits and approval to all proposals before they go out the door.

### **Amal Rahhal** — *Consultant*

Amal holds a Master's degree in public administration. She leads and develops RFP's, and major grants for nonprofit organizations and Native Tribes. Amal loves deepening client relationships and is our go-to for attention to detail. Amal will be hands on writing and reviewing proposals and projects. She has been with Attaché for eight months.

### **Laura Wood** — *Senior Consultant*

Laura holds a Bachelor's in organizational management and is a 2023 MBA candidate. She's worked in every aspect of fundraising for 18 years. Laura focuses on new business development, client management and grant consulting for Attaché. Laura will support the writing and management of projects and be the liaison between the City of Santa Barbara and Attaché Partners. She has been with Attaché for eight months.

## Highlights from our most recent grants:

Client	Amount	Funder	Team
<b>CLL Society - 2021-2022</b>	~\$5MM awarded	Regeneron inc. AstraZeneca Inc. The Mayo Clinic.	Ryan Whitman-Morales
<b>Chef Ann Foundation 2021-2022</b>	\$3MM in evaluation	Department of Labor	Amal Rahhal
	~3MM in evaluation	Food and Drug Administration	Amal Rahhal
<b>Yurok Tribe - Economic</b>	\$6,195,400 in development	U.S. Economic Development	Laura Wood

<b>Development Department</b>		Administration	
<b>Yurok Tribe Transportation Department</b>	\$2.1 MM in evaluation	U.S. Department of Transportation - NIPA MEGA 2022	Ryan Whitman-Morales
	\$644,000 in evaluation	U.S. Department of Transportation - Low/No Emissions	Full Team
	\$1.2MM in evaluation	U.S. Department of Transportation - Bus and Bus Facilities	Full Team
	\$311,400 in evaluation	U.S. Department of Transportation Tribal Transit Program	Laura Wood

## Our team's experience in areas specific to your request:

**Homelessness** - Multiple projects completed evaluating and pursuing substance abuse, residential treatment, and shelter service grant opportunities for homeless and mental health services in urban settings. Currently providing pro-bono board of Directors service for EEqual, a charity providing resources and scholarships to grade 6-12 homeless youth.

**Major and minor municipal infrastructure capital projects** - Development of largest public bond in Oregon state history, management and funding of over \$35MM in public capital projects for student technology and network infrastructure. Currently managing over \$20MM in capital campaigns for projects to rebuild over 40 houses and rebuild/future-proof water systems serving three towns and over 500 residents.

**Technology and security** - Developed and operated multiple funded programs with DHS and NERC for energy grid resilience assessment and remediation for major public utility providers in Oregon. Currently providing pro-bono services in development of broadband infrastructure across Nevada, Arizona, Colorado, and Utah for Navajo tribal members.

**Workforce development** - Recently submitted applications under multiple federal transportation opportunities which developed workforces in heavy equipment operation, road maintenance and full depth reclamation paving, and electric vehicle maintenance.

**Renewable energy, battery storage, microgrids, building and transportation electrification** - As recently as May 2022, developed and submitted public transportation electrical vehicle purchases, bus docks, and charging stations.

**Parks, recreation, open space, trails, ecosystems, and habitat** - Currently supporting three tribal agencies across west and southwest for parks development funding and safe routes to schools/complete streets initiatives. Currently working with California Parks Department, DNR, and Federal Parks on multiple projects over \$8MM.

**Climate resilience** - Currently developing funding for water system rehabilitation and design for climate resilience for Tribal Agency in Arizona. Coordinating with EPA, DNR, local townships drawing on the same aquifer for long range plan development.

**Fire resiliency, vegetation planning/management** - Have developed and proposed solutions with clients for national wildfire response COVID-19 testing and management. Developed fire/life/safety related funding requests for transportation improvement and water systems improvement projects.

### Three recent team projects include:

In 2021/22, Ryan Whitman-Morales and Amal Rahhal worked together on behalf of the Chef Ann Foundation for two major proposals. They worked closely with the client to search, identify, develop projects and submit two proposals for \$3 million each. The mission of Chef Ann is to ensure that school food professionals have the resources, funding and support they need to provide fresh, healthy, delicious, cooked from scratch meals that support the health of children and our planet. The two proposals that Amal and Ryan submitted were to the Food and Drug Administration and the Department of Labor and required clear communication and great attention to detail.

Laura Wood and Ryan Whitman-Morales teamed up with a Tribal Transportation Department to design and execute four recent complex grants. These grants addressed public transportation upgrades like new ferry docks and bus stops, to multimodal transportation needs for pedestrians and vehicles alike. In order to accomplish these goals efficiently, the Attaché team met regularly with representatives with the Federal Transit Administration, CALTRANS, as well as the Tribal Transportation Department.

Laura Wood is in the final stages of development working with a Tribal Economic Development Department on over \$6 million in funding. This particular Notice of Funding Opportunity has floated three different versions over the last nine months. Regular communication with regional EDA representatives have been key to ensuring the right information is detailed, and the grant requirements are not only met, but assured to be the best fit possible.

### References (See Attachment)

### Rate Sheet (See Attachment)