

# THE HUNT LIBRARY

REVITALIZATION & COMMUNITY ENGAGEMENT PROJECT

# PARTNERSHIP PROPOSAL

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Submitted to:

City of Fullerton



PREPARED BY





# INTRODUCTION

Gifted to the City of Fullerton in 1962, the 10,500 sq. ft. Hunt Branch Library served as a second branch to the city's main public library for 50 years until its closure in 2013. Because of its strategic location in the center of West Fullerton and historic design by renowned architect William Pereira, the Library and its surrounding space is both a local landmark and nationally registered historic site.

The Hunt, while not in operation, remains a historically significant property that to this day gathers much community interest in reviving the space. In 2019, the Library secured \$2.5 million through the efforts of Assemblymember Sharon Quirk-Silva, and in 2021, secured an additional \$2.75 million in funding through a joint request made by State Senator Josh Newman and Assemblymember Quirk-Silva. Beginning in 2019, the City of Fullerton also partnered with Arts Orange County and Heritage Future, seeking to bring literacy and cultural programming to the site. In 2021, the Fullerton City Council approved moving the dog park to Brea Dam Park, opening up the space presently occupied by the dog park on the Hunt grounds.

These events reflect a unique opportunity for a non-profit and city partnership that can revive the historic building and grounds so that the Hunt may once again serve as a thriving arts, cultural, and community center for Fullerton residents.

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## CITY OF FULLERTON

### CITY COUNCIL

Mayor Fred Jung, *District 1*  
Mayor Pro Tem Bruce Whitaker, *District 4*  
Councilmember Nick Dunlap, *District 2*  
Councilmember Jesus Silva, *District 3*  
Councilmember Ahmad Zahra, *District 5*

### CITY MANAGEMENT

Eric Levitt, City Manager  
Judy Booth, *Library Director*  
Sunayana Thomas, *Interim Director of  
Community & Economic Development*  
Alice Loya, *Deputy Director of Parks &  
Recreation*  
Derek Wieske, *Principal Civil Engineer/Acting  
City Engineer*  
Anissa Livas, *Acting Senior Administrative  
Analyst*

# MINIMUM QUALIFICATIONS

KCS, Inc. and its development partner, Newport Partners, together have decades of experience in serving Orange County, providing community, social and health services as well as real estate development and management experience.

## Newport Partners, LLC



Newport has over 20 years of experience developing, investing and managing primarily multi-family apartments that are affordable to low-income tenants utilizing low-income housing tax credits and in some cases the historic rehabilitation tax credits for historic properties. In addition, Newport also owns and manages commercial office/retail buildings of over 40,000 square feet with multiple tenants.

Newport currently has eleven (11) projects under construction throughout California with over a half dozen in Southern California. In addition, Newport is currently working on over five (5) projects in pre-development expected to start construction within the next year. As a part of its developments, Newport works very closely with many governmental entities including Cities, Counties and State agencies. Newport understands the requirements and needs of governmental entities and has good working relationships with all levels of government. Newport also has strong relationships with most of the major financial institutions involved in financing projects.





Established in 1977, Korean Community Services (KCS) has a 45-year-old history of a wide range of community-driven projects. KCS is a vibrant community-based organization dedicated to improving the well-being of vulnerable populations in a holistic and integrated manner by providing social services, counseling, and clinical healthcare services. KCS currently operates three divisions providing wraparound care to all of our clients and patients. KCS departments are as follows:



- The **Community Services** Department links community members to welfare and legal resources, including immigration services; census outreach and civic engagement; legal and tax clinic services; food bank and food access programs; nutrition and exercise; community garden; enrollment assistance; community education; senior and youth programs; County-contracted community mental health programs; and prevention programs.
- The **Counseling** Division offers mental health and wellness services including drug programs, family violence programs, parenting classes, anger management, and family support groups.
- The **Community Health** Centers provide community based clinical services such as COVID-19 testing; vaccinations/outpatient care; primary care; psychiatry; behavioral health therapy; addiction medicine; opioid use disorder treatment; acupuncture and chiropractic medicine; community mobile dentistry; disease prevention classes; cancer support groups; patient navigation; homeless shelter healthcare; and homeless street medicine.

KCS Community Health Clinics serve over **6000+** patients annually, while KCS Counseling and KCS Community Services provide services and programs for well over **10,000+** clients annually.



## Connection to Fullerton

A majority of KCS' staff live in North Orange County, including Fullerton, and our key managers are all long-term residents embedded in Fullerton. The Executive Director of 28 years can still recall making regular trips to the very Library, where her son borrowed books and attended bilingual story times throughout his childhood. KCS already has one site established in Fullerton, located at the corner of Brookhurst and Orangethorpe, which offers counseling programs that serve all populations, but primarily low-income Latinx and white communities.



KCS has partnered with local North Orange County organizations including Solidarity OC, Giving Children Hope, and OC United Together. KCS holds contractual relationships with California State University of Fullerton and St Jude Neighborhood Health Centers. KCS is the largest community based organization providing services to West Fullerton's growing and sizeable Korean population. These connections reflect our strong knowledge of Fullerton and its community across its many represented demographics and cultures.

Over four-plus decades, KCS has forged significant, trusted relationships and collaborative partnerships with Orange County wide entities and local Community-Based Organizations (CBO), such as Latino Health Access, Orange County Asian Pacific Islander Community Alliance (OCAPICA), the Cambodian Family, Orange County Communities Organized for Responsible Development (OCCORD), Vietnamese American Cancer Foundation, Alzheimer's OC and Mind OC.





## Community Engagement

In addition to addressing basic needs, KCS is dedicated to cultivating cross-cultural engagement with the community.

- Internationally designated as a King Sejong Institute, KCS is contracted by the National Security Agency to provide foreign language instruction and cultural education.
- KCS has long-standing partnerships with arts and cultural organizations across Orange County, such as the Orange County Children's Therapeutic Arts Center (OCCTAC), a premier Latino youth arts organization in Santa Ana, and the South Coast Chinese Cultural Center in Irvine.
- Outside of regular operations, KCS regularly participates in cultural festivals including the Irvine Cultural Festival, Arirang Festival, and Harvest Moon Festival, and this year marks the organization's 10th year organizing the Annual Arts Festival hosted at the Bowers Museum.



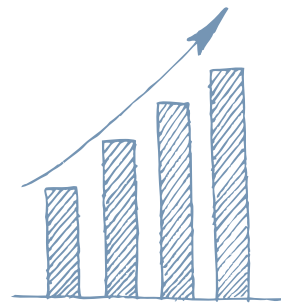
KCS efficiently works with local government to impact the well-being of Orange County residents. KCS has partnered with the [City of Buena Park](#) through the city-led Buena Park Collective to provide healthcare services for the unhoused in the Buena Park Navigation Center and Covid-19 testing for residents during the pandemic. KCS also has two (2) years of partnership with the [City of Irvine](#) to implement Community Development Block Grant (CDBG)-funded outreach projects to provide whole-person behavioral health services for the city's low-income populations.

## Financial Strength

KCS operates through diverse revenue streams that include donations, foundation grants, county, state and federal contracts, and healthcare billing.

KCS currently has **\$11 million** in reserves, including both long-term and short-term investments, and **\$3 million** immediate liquidity for investment at the proposed site. In 2021, KCS was bestowed a \$1 million estate gift by a local Fullerton resident and awarded a \$1 million earmark from Assemblymember Sharon Quirk-Silva.

With a yearly budget of \$15 million in 2022, KCS observed a **400% growth** since 2018.



Over half of our annual budget is subsidized by healthcare reimbursement. Our donor base is a strong mix of contracts, philanthropic foundations, and donations. This includes restricted grants and unrestricted fee for service programs. Managing over forty contracts, designations, licenses and other projects, KCS operates within a varied and stable revenue stream environment ensuring long-term sustainability.

KCS manages nine (9) leases throughout Orange County: three (3) in Garden Grove, two (2) each in Irvine and Buena Park, and one (1) each in Anaheim and Fullerton. Two of our leases are over 10,000 sq ft, one in Buena Park and another in Anaheim.



# SCOPE OF SERVICES



Three (3) years ago, the Fullerton community underwent a preliminary planning process through the efforts of ArtsOC and Heritage Future. The results of this effort, which involved 36 stakeholder interviews, 3 visioning sessions with over 100 attendees, and 803 responses to an online survey, were published in a report in July 2021.

KCS is grateful for [ArtsOC](#) and [Heritage Future](#) and their work conducting preliminary programmatic planning and assessing community needs for the Hunt's revitalization.

KCS acknowledges the efforts of the [Save the Hunt Library organization](#) and their dedication to preserving the historic Hunt space for public and community use. KCS especially recognizes the efforts of Judy Booth, former Branch Manager of the Hunt and current Library Director of the Fullerton Public Library, and long-time community organizers and residents of Fullerton.

KCS is in complete alignment with the ideas that were carefully consolidated through this community assessment process. KCS seeks to further enhance these ideas to best revive, operate, and maintain the Hunt space. KCS also shares the vision and mission to make Hunt Library a place that is "accessible, adaptable, and designed to evolve and fit the needs of the community" (Heritage Future & ArtsOC, 2021).

The proposed scope of services for the revitalization of Hunt can be divided into **three** main sections:

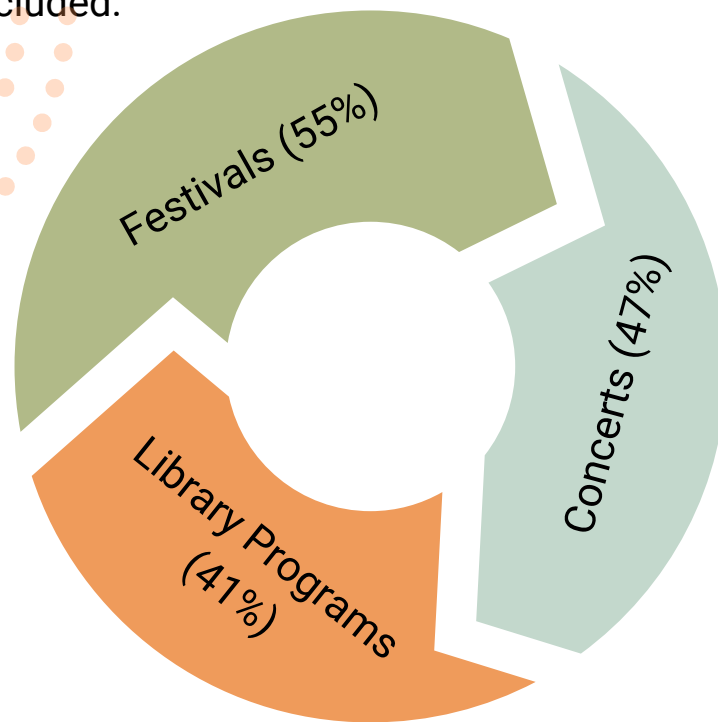
## → **Preservation of Library Function**

Confirming the efforts of the Save the Hunt organization, KCS honors the Hunt's history as a beloved Library. To reduce the costs and burden of extensive cataloging, referencing, transferring and maintaining stacks, KCS will collaborate with the Fullerton Public Library to implement an integrated library system via "e-branch" services, evaluated and catalogued by the main library. With systematic planning, effective partnerships between the main library and satellite library stakeholders, such as the Hunt, can expand access to library services and resources to Fullerton residents. KCS seeks to coordinate with the Fullerton Public Library to discuss the development and best practices for a mutually beneficial relationship between the main library and satellite library partners.

## → **Arts, Culture, & Literacy Programming**

According to prior community stakeholder input, Fullerton residents see the highest priorities for the Library's function as: first, improving literacy and knowledge and second, engaging youth in creative practices and life skills (Heritage Future & Arts OC, 2021). As an experienced cultural and language instruction organization, KCS will integrate our model of foreign language instruction and education into the Library's programming, providing classes for both youth (i.e., summer camps and after-school programs for grades pre-K through 12) and seniors, a population that 55% of community members vouched for needing literacy, arts, and culture programming. KCS will work closely with community members to efficiently merge our programming with library features of the Hunt.

Fullerton residents reported that they participate in arts and cultural activities weekly, monthly, or several times a year (65% of online respondents). The top three favorite ideas for hands-on arts and culture activities included:



In addition, more than half of survey respondents are interested in programs at the Hunt being offered in foreign languages, primarily Spanish (81%) and Korean (50%).

In accordance with the recommendations set forth by ArtsOC and Heritage Future, KCS is willing to subsidize the following activities as outlined in the report. KCS will explore subcontracting with a café to compliment the Library's programmatic functions, which 45% of community members vouched for. More than half of community input (65%) also support the utilization of indoor space for lectures, workshops, classes, and rentals, especially for local organizations that need office space. KCS will coordinate with Library and Community Development departments to identify and approve proposed activities with prioritization for community interests.

## Program Options

Below is a detailed programmatic grid of proposed activities, programs, and services largely inspired by previous community input and stakeholder goals, as well as KCS' own knowledge of the City of Fullerton and its community. It is not a fixed nor comprehensive list:

### Programs and Services

AAPI Month (annual) / lectures, workshops, exhibit, performances*
Author Reading/Signing (monthly)
Bilingual Storytime English/Korean (weekly)
Bilingual Storytime English/Spanish (weekly)
Book Club (monthly)
Book Shop / Purchasing Books
Café / Drinks and Food for Purchase
Career Planning & Development Classes
Checking Out Library Books
Chuseok Festival (annual)
Cinco De Mayo (annual) / exhibit, performance, lectures
Citizenship Classes
Classes for Children to Learn How to Use Tech for Learning & Reading
College Prep and Scholarship Search Programs
Community Forums
Crochet, Knitting, Sewing Workshop
Culturally relevant event rentals (i.e., quinceñeras, doljanchis)
DACA Applications and Process Workshop*
Día del Niño Festival (annual)
Día de los Muertos Festival (annual)
Digital Literacy Classes
Dropping Off Library Books
Easter Egg Hunt (annual)
ESL Conversation Group (weekly)
Fall Festival (annual)
Fullerton and Orange County History Lecture (monthly)
Fullerton Food Festival (annual)*
International Kite Festival Uttarayan India (annual)
Juneteenth (annual) / lectures, workshops, exhibit
Language Classes – Spanish, Korean
Lunar New Year (annual) / lectures, workshops, exhibit, performances
Mentorship Programs
National Book Lovers Day (8/9) (annual)
National Coloring Book Day (8/2) (annual)
National Library Card Signup Month (annual)
Native American Heritage Month (annual) / exhibit, lectures
Picking Up Library Books Reserved Online
Reading Tutoring and Programs
Senior Classes (weekly)*
Sister City Programs
Space for Meetup Groups
Space for Sports and Martial Arts Classes
Student Performances and Art Exhibits*
Voting Site*
Wedding Rentals
Women Supporting Women Networking (quarterly)



*\*Programs are in line with services already operated by KCS and respective partners.*



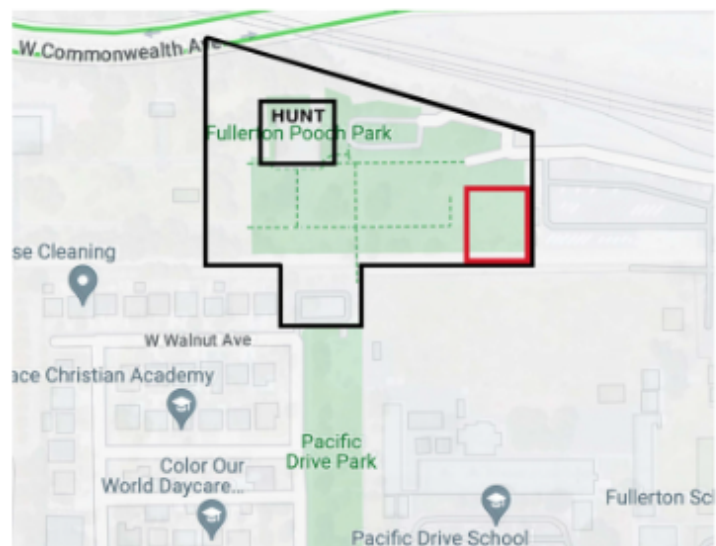
## ➔ An Added Community Focused Approach to Utilization



### *Rationale*

The City's former partnership proposed to seek grants funds and special event rentals to subsidize a majority of their programmatic goals. While KCS will also utilize these revenue streams, as a long-standing and financially sound non-profit, KCS understands that such revenue sources ebb and flow. Therefore, more sustainable funding is proposed to subsidize the programmatic goals outlined above. In addition to arts, culture, and literacy programming, the integration of community based services and programs at the Hunt is proposed as the final scope of services.

To sustain the operations of the Hunt grounds, **an additional building will be necessary, on site**, in the appendage area shown below (marked in red). KCS envisions the community center and the Hunt as a singular unit– for instance, visitors may make their way to the community center to participate in citizenship classes that KCS operates in partnership with the California Department of Social Services. These visitors may also visit the citizenship fair KCS will hold at the Hunt Library, attracting more visitors to the Library and making the site a functional space for community members.



Dimensions: 152.75 ft by 126.75 ft

In line with KCS' commitment to protect the historical nature of the building, no modifications will be made, nor will there be additional buildings added to the Hunt building itself. However, the construction of an additional community-based services space in alignment with the Public Land zoning requiring "municipal use" is proposed, to be further refined in coordination with the City Manager. KCS is amenable to working with the city and other community stakeholders to implement this plan in a reasonable manner. However, this proposal cannot move forward without assurances that KCS be allowed to generate sufficient revenue to cover the costs of proper maintenance and staffing needed to preserve the Hunt property. The subsidization of programs and services detailed above goes in tandem with city approval for the construction of an additional comprehensive community center on site.

### *Community Needs and City Priorities*

As past interviews with key stakeholders express, the Hunt Library is in an area of Fullerton that offers little to no community services for the 15,000 low-income households and 20,000+ residents who live at or below the federal poverty level (American Community Survey, 2017). Furthermore,



16,000+ residents are medically uninsured;



11,000+ families do not have reliable Internet access; and



4,000+ households receive food stamps & other forms of public assistance.

Therefore, it is critical that the Hunt revitalization not only generate enough revenue to sustain its operations but also invest in meeting needs of the most vulnerable in the community. A partnership with the City of Fullerton creates a unique opportunity to bring resources to the community through sustainable programs in health, education, financial stability, and community/civic engagement. As such, valid municipal activities should include community services, community education, and programs that address the health and well-being of the city's population.

## Program Options– Community Focus Incorporated

Upon city approval to implement community-based services on PL zoned land, KCS hopes to provide three core services in the additional community center as listed below. Along with each core service is a list of potential municipal activities that would advance the welfare of all Fullerton residents. All activities are in line with existing programming in other community centers in the city, reflecting the potential for significant and valuable collaboration between KCS and local community based organizations.

### 1. Comprehensive Community Services

Appropriate community services in alignment with “municipal use” for Public Land zoning will be provided. KCS will offer services that complement the programming at the Library itself, attracting residents to a space that could potentially become a “one-stop” center. For instance, undocumented residents can come to the proposed center to receive assistance in resolving legal, immigration, and/or naturalization disputes. They might also seek support in applying for low-incoming housing or enrolling into Covered California or Medi-Cal at our center. After, they may head to the Hunt to participate in weekly ESL groups and bilingual storytimes with their children. KCS already operates many of these services at its existing sites. Given that KCS is bringing its decades of expertise into the new site, these operations will be sustained without additional financial or administrative support from the City.

Potential municipal activities:



- Immigration Services
- Citizenship Classes
- Case Management & Referrals
- Census Outreach & Civic Engagement
- Legal & Tax Clinic
- Community Garden
- Enrollment Assistance



- Community Education
- Mobile Pantry Program
- Senior and Youth Programs
- Case Management and Referrals
- Women’s Empowerment Workshops
- Domestic Violence Advocate Training
- Volunteer Opportunities for All Ages



## 2. Community Health

The vision for the proposed community center is to embed health services within broader comprehensive community services. Keeping true to KCS' mission, a community center will be built providing health and wellness services and community based activities, with a particular focus on our Latinx and Asian communities, two of the fastest growing demographics in the City of Fullerton (U.S. Census Bureau, 2021). Through extensive experience serving the healthcare needs of undocumented, low-income, and/or medically uninsured Orange County residents, KCS is well-positioned to expand access to services such as mental health care, dentistry, preventive and primary care to improve the well-being of all residents, regardless of ethnicity or financial status. Substantial revenue could be generated to sustain Hunt operations.

KCS already works with local community partners to achieve a shared vision of building a healthy community. KCS has experience working with some of the partners in the Fullerton Collaborative, including but not limited to: Cal State Fullerton, CalOptima Health, OC United, Pathways for Hope, Solidarity, and YWCA. Beginning from October 2022, KCS will partner with Buena Park Elementary and Centralia Elementary School Districts for childhood vision and dental screenings. In 2022, Assemblymember Sharon Quirk-Silva awarded a \$1 million earmark to KCS to build mobile dentistry and medical units to enhance those services. We would like to explore partnerships with the Fullerton Elementary School District, which is adjacent to the proposed property at hand.

### Potential municipal activities:

- Health Screenings and Assessments
- Health Promotion Programs
- Nutrition and Exercise
- Mental Health Awareness and Wellness Education
- Breast Cancer Screenings
- Vision and Dental Screenings at Schools
- Family Planning, Physical Exams, Vaccinations, Pap Smears





### 3. Homeless Health

KCS has substantial experience with homeless street medicine and shelter-based healthcare. We understand that this is not a site for homeless services, but the location and history of the Hunt has experienced issues involving this population. KCS is willing to explore options with the city to support additional services for this population. Again, the overall aim is to uplift, not compete with, existing programs and services such as the Illumination Foundation and the Center for Healthy Neighborhoods at CSUF.

Potential municipal activities:

- Street Medicine Services
- Food Bank and Food Access Programs
- Low-Income Housing Assistance
- Referrals to Pathways of Hope and Illumination Foundation (Fullerton Navigation Center)
- Prevention and Rental Support Programs for Those with Insecure Housing



Center for Healthy Neighborhoods Is a Lifeline During the Pandemic

May 26, 2020 | Updated: Mar. 8, 2021

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## Council votes to fund homeless shelter for 6 months

BY JESSE LA TOUR ON NOVEMBER 20, 2021 • ( 2 COMMENTS )

Fullerton's Navigation Center (homeless shelter with social services), which opened in 2020 and recently closed to Fullerton's homeless due to a lack of funding, will see at least six more months of operation, as the City looks for a more permanent source of funding.

City Council voted 4-0 (Whitaker "abstain") at their November 19 meeting to allocate \$1,272,000 of American Rescue Plan Act

## Food Bank partners with Pathways of Hope to provide resources for students

For any student and anyone from the community, the Lamm and Toni DuBois-Walker Memorial Food Bank at Fullerton College offers services from housing, life skills, employment, and social services.

The food bank was established for Fullerton College students struggling to find nutritional food resources. But, after their collaboration with Pathways of Hope, the food bank now has more to offer than just-food.

## Pathways of Hope is providing hope to the City of Fullerton

With the outbreak of the COVID-19 pandemic, people are finding it harder to provide food for themselves and for their families. Pathways of Hope is helping Fullerton and Orange County residents with food banks like Cypress and Fullerton College, and at The Hub of Hope in Fullerton.

The Hub of Hope is located at 611 S. Ford Ave in Fullerton and its food bank hours are from Monday thru Friday from 1 p.m. to 2:30 p.m. Similar to other businesses, the Hub of Hope employees are required to wear face masks and gloves during this transition with COVID-19.

## Programs at a Glance: A Sample Month

# SEPTEMBER 2022

SUN	MON	TUE	WED	THU	FRI	SAT
				1 10am Fullerton & OC History lecture 3:30pm After school tutoring program 6pm Poetry Open Mic	2 8am Garden workshop 11am Reading Club 5:30pm ESL group	3 1pm Bilingual story time - English/Korean 2pm Bilingual story time - English/Spanish
<b>COMMUNITY SERVICE CENTER 9AM-5PM</b>						
4	5 11am-5pm Office space rental	6 10am Senior classes 3:30pm After school tutoring program 6pm DACA Workshop	7 10am Crochet, knitting, & sewing workshop 3:30pm Children's Digital Literacy classes	8 10am Senior classes 3:30pm After school arts workshop 6pm Open Mic	9 Cal State Fullerton's Student Performances and Art Exhibits	10 1pm Bilingual story time - English/Korean 2pm Bilingual story time - English/Spanish
<b>COMMUNITY SERVICE CENTER 9AM-5PM</b>						
11 Quinciñera (Event reservation #1)	12 10am-3pm Office space rental	13 10am Senior classes 3:30pm After school arts workshop 6pm Citizenship class	14 10am Crochet, knitting, & sewing workshop 3:30pm Children's Digital Literacy classes	15 10am Senior classes 3:30pm After school tutoring program 6pm Poetry Open Mic	16 8am Garden workshop 11am Writing Club 5:30pm ESL group	17 1pm Bilingual story time - English/Korean 2pm Bilingual story time - English/Spanish
<b>COMMUNITY SERVICE CENTER 9AM-5PM</b>						
18 'Dol' celebration (Event reservation #2)	19 Wedding rental (Event reservation #3)	20 10am Senior classes 3:30pm After school tutoring program 6pm DACA Workshop	21 10am Crochet, knitting, & sewing workshop 3:30pm Children's digital literacy classes	22 10am Senior classes 3:30pm After school arts workshop 6pm Women Support Network Night	23 8am Garden workshop 11am Reading Club 5:30pm ESL group	24 Annual Fall Festival
<b>COMMUNITY SERVICE CENTER 9AM-5PM</b>						
25 Wedding rental (Event reservation #4)	26 10am-3pm Office space rental	27 10am Senior classes 3:30pm After school arts workshop 6pm Citizenship class	28 10am Crochet, knitting, & sewing workshop 3:30pm Children's Digital Literacy classes	29 10am Senior classes 3:30pm After school tutoring program 6pm Open Mic	30 8am Garden workshop 11am Writing Club 5:30pm ESL group	
<b>COMMUNITY SERVICE CENTER 9AM-5PM</b>						

# PROPERTY MANAGEMENT APPROACH

The process for the implementation of this proposal is posed as two separate sections. The first section consists of the development of the facility to meet the needs of the programming. The second details the operation of the programming.

## Development of Facility

As of this time, KCS does not know the level and extent of the renovations that are currently being done by the city for the Hunt Library building. Based on the level of work currently being done, an assessment of additional work to be completed and associated costs will need to be completed. This process will take some time with the help of consulting architects, engineers, and general contractors. KCS cannot prior to submitting this proposal propose the level of work that would be required to have an operational building. If selected, KCS will work closely with the city in assessing the needs of the space provided by the Hunt Library. All work related to this section will be handled by Ellen Ahn of KCS and Jong Limb of Newport.

As for the new construction on the adjacent site, KCS seeks to construct a two-story building. We anticipate building construction in the appendage area to cost \$4 million, for which all costs will be incurred by KCS, Inc. and Newport Partners. Depending on city approvals, KCS will maximize the land in the appendage area and build at an estimated cost of \$200 per square foot.

**Architectural designs will and should compliment the existing Hunt building.** Because the new building will be located in a corner of unused land on the site, KCS believes that the existing landscape design that William Pereira intended for the Hunt Library will not be compromised. The new building would house a robust community, health and wellness center to add revenue and build sustainability for the Hunt.

Lack of sufficient parking on site has been a primary concern for the community. Construction will proceed in close collaboration with the city to ensure that there is adequate parking to accommodate attendance.

# Proposed Staffing & Organization

## Senior Management Staff

Ellen Ahn, JD, MSW – Executive Director: As Executive Director of KCS since 1998, Ellen Ahn leads a vibrant and dynamic community based social services organization and community health center in Orange County, CA. Ms. Ahn is committed to issues involving community education and engagement, immigrant rights, and social determinants of health. She holds a B.A. in History from Yale University, a J.D. from Georgetown University, and an M.S.W. from the University of Southern California.

Dr. Nichole Quick, MD, MPH – Chief Medical Director: Prior to joining KCS in 2021, Dr. Quick served as the Chief Health Officer of Orange County Health Care Agency. Dr. Quick was involved in addressing the homelessness and opioid crisis in Orange County as the County’s top public health officer. Dr. Quick received her B.S. in Philosophy from University of Utah, M.D. from University of Utah School of Medicine, and M.P.H from San Diego State University.

Jay Cho, MBA – Chief Financial Officer: Mr. Cho joined KCS in 2012. Mr. Cho oversees the company’s financial activities such as tracking cash flow, financial planning, and analyzing the company’s strengths and weaknesses. Mr. Cho has a M.B.A in International Finance from American University, Washington D.C. and a B.A in Applied Statistics from Kyonggi University, South Korea.

Councilmember Tammy Kim – Managing Director: Councilmember Tammy Kim joined KCS in 2017. As Managing Director, Ms. Kim manages the day-to-day operations of foreign language and cultural programming through the Korean American Center. Councilmember Tammy Kim represents the City of Irvine on the boards of the Southern California Association of Governments, Irvine Community Land Trust, and Orange County Public Libraries. She also serves on the Board of Irvine’s Green Ribbon Committee and Irvine Child Care Project, and is on the liaison committee for Irvine Unified School District. Ms. Kim holds a B.A in Interdisciplinary Humanities from Michigan State University.

## Project Staff

- Anna Keiderling – *Administrative Director*
- Amy Kim – *Program Associate*
- Rob Ocampo – *Health Project Manager*
- Kwang Ho Kim – *Community Programs Manager*
- Thao Trinh – *Public Health Specialist*
- Ji Hoon Jeon – *Senior Accountant*
- Security Guard (TBH)
- *Cultural Programs Curator (TBH)*

## Proposed Level of Commitment and Availability

Role	Allocation % (Level of commitment/availability)	Allocation Range (Length of commitment/availability)
Executive Director: Ellen Ahn	20	Start to Finish
CMD: Dr. Nichole Quick	10	As needed
CFO: Jay Cho	10	As needed
Managing Director – Cultural Programs: Tammy Kim	10	As needed
Admin Director: Anna Keiderling	30	Start to Finish
Program Assoc: Amy Kim	100	Start to Finish
HP Manager: Rob Ocampo	100	Start to Finish
PH Specialist: Thao Trinh	100	Start to Finish
Community Manager: Kwang Ho Kim	100	Start to Finish
Sr Accountant: Ji Hoon Jeon	25	Start to Finish
Security Guard: TBH	100	Start to Finish
Cultural Programs Curator: TBH	100	Start to Finish



## Key Personnel

**Planning/Implementation Team** – Responsible for strategic vision, program management, and board meetings with City Council and community stakeholders. Senior Management staff will oversee the overall planning and implementation process of our proposal, in conjunction with our consultants. A KCS Program Associate will ensure proper operations coordination and handle communication with programming partners and affiliates.

- Senior Management Staff
- Program Associate

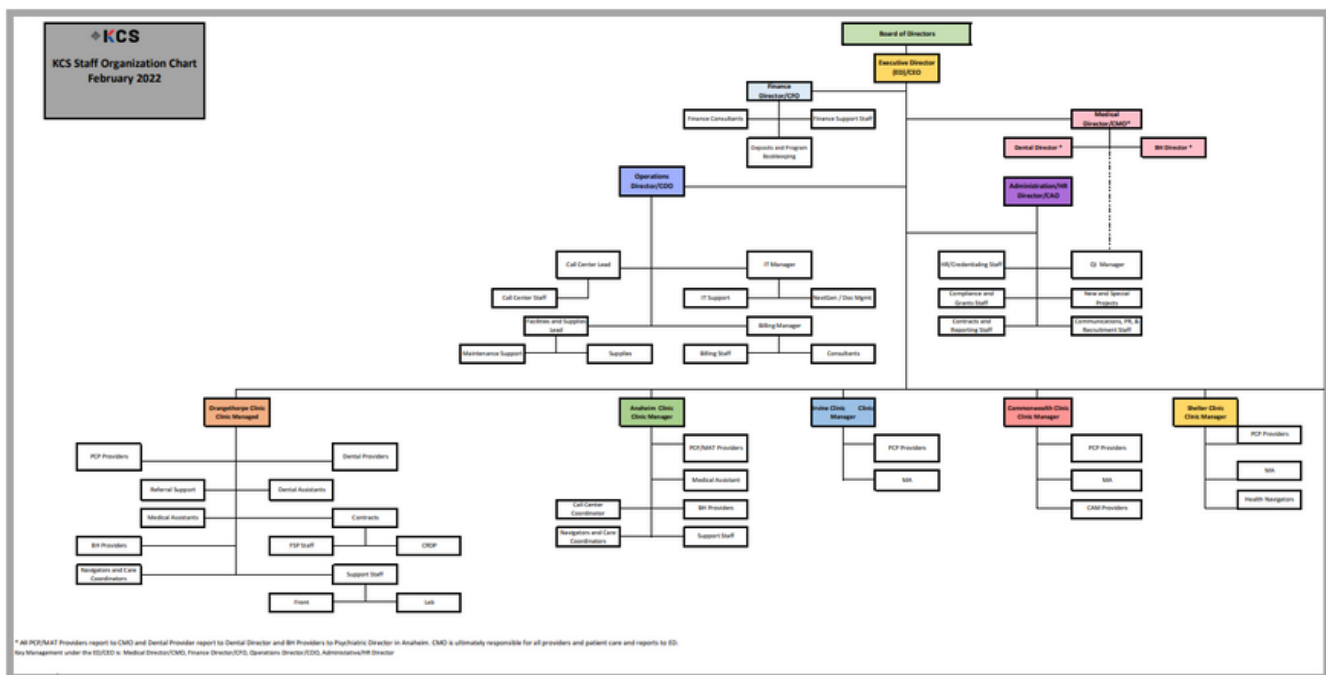
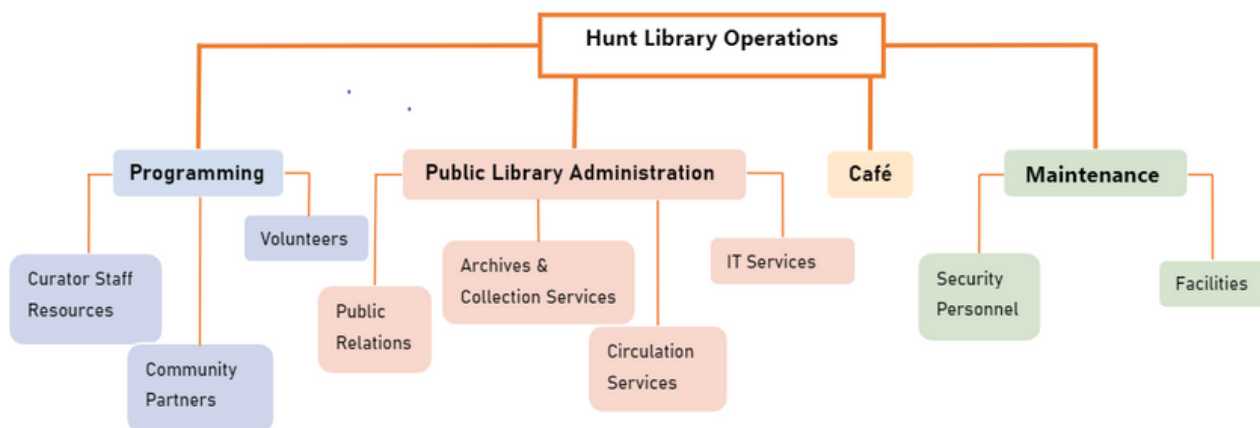
**Initial Program Staff** – Responsible for execution of initial programming on site. The Administrative Director will oversee the performance and administration of services. A KCS Health Project Manager will facilitate operations at the community health division. A KCS Public Health Specialist will oversee both Community Health and Community Services. A Security Guard will monitor the Hunt grounds, and the Cultural Programs Curator will coordinate arts, culture, and literacy programming. As programs develop, further staff will be added.

- Administrative Director
- Health Project Manager
- Community Programs Manager
- Public Health Specialist
- Security Guard
- Cultural Programs Curator

**Support Team** – Responsible for oversight, financial management and administration.

- Senior Accountant

## Organizational Charts



## Security Planning & Prioritization

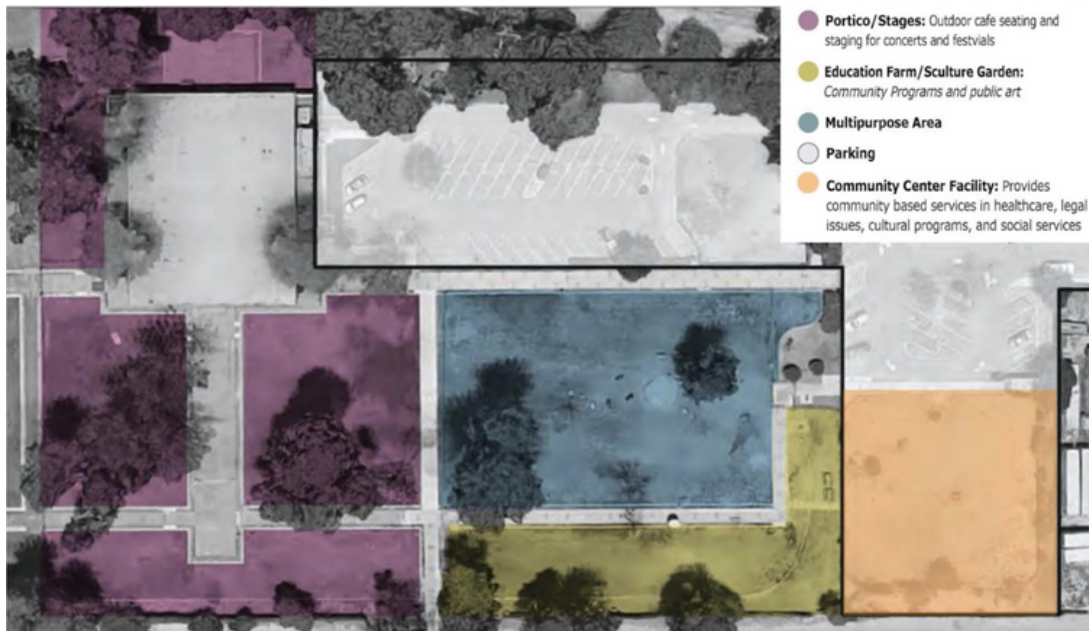
Security is a critical element of the operations of the facility. The existing property has been subject to degradation and vandalism. The proposed plan is to have an operating facility on weekdays with staffing adequate for the programming and built-in security systems and fencing as necessary to manage the property. If overnight security personnel are needed or weekend programming desired, those needs will be considered provided there are adequate funds generated through programs in the budget. **The priority is to maintain the property in a manner that mitigates vandalism**— property insurance will cover all risks of loss to any tenant improvements or betterments, at full replacement cost with no coinsurance penalty provision.

# Floor Plan



- 1 **Library Services:** Multipurpose space for community programs including classes, lectures, and symposiums
- 2 **Past Forward Gallery:** Exhibition space and multi-disciplinary pop-up projects
- 3 **Innovation Labs:** Community space for nonprofit partnerships
- 4 **Info Desk/Storage:** Book sales, check-in and registration
- 5 **Public Podcasting Studio:** Performances, screenings, and workshops
- 6 **Cafe:** Counter service, food storage, kitchen, seating and multipurpose space for community programs
- 7 **Without Books Store:** Multipurpose space for community programs with a "Wall of Books" and a Mike Stilkey "Book Mural"

Per the Hunt Revitalization Project proposal, KCS concurs with the floor plan as proposed by ArtsOC and Heritage Future for the Hunt building. KCS seeks to proceed with the existing floor plan as seen above (Heritage Future & Arts OC, 2021). As for the community center to be constructed, the floor plan will be developed with particular attention to community, health and wellness activities that align with municipal code and zoning ordinances. As KCS and Newport have not had the ability to properly do due diligence, upon selection, the team will hire relevant consultants to help flesh out this information working together with the city and community stakeholders.



- **Portico/Stages:** Outdoor cafe seating and staging for concerts and festivals
- **Education Farm/Sculture Garden:** Community Programs and public art
- **Multipurpose Area**
- **Parking**
- **Community Center Facility:** Provides community based services in healthcare, legal issues, cultural programs, and social services

# FINANCIAL QUALIFICATIONS

## Program Budget

### HUNT ONLY BUDGET

	Estimated Revenue (Yearly)	Estimated Expense (Yearly)
<b>PERSONNEL</b>		
Curator- Arts, Culture, & Literacy Programming (1)		\$70,000
Security Personnel (1 guard, overnight if needed)		\$55,000
Librarian/Library Assistant (1)		\$60,000
Facilities & Maintenance Staff (1)		\$45,000
<b>INSURANCE RENEWAL</b>		
Commercial General Liability (\$2 million per occurrence)		\$4,000 (\$2000/year per million dollars of coverage)
Worker's Compensation (\$1 million per accident)		Statutory
Property Insurance (\$1 million)		\$3,000 (\$3000/year per million dollars of coverage)
<b>EQUIPMENT (variable expenses)</b>		
Technology (Audio/visual equipment, TVs, computers, satellite library services)		\$10,000
Furniture (Tables, chairs, desks, shelves, rugs)		\$20,000
Office and Programming Supplies (Printing, books, educational and literacy materials)		\$10,000
<b>CONTRACTUAL</b>		
Café (Subcontractor can cover TI costs)	\$12,000	\$48,000
Event/Meeting Room Rental	\$60,000 (\$60-150 per mtg room, 50 rentals/yr; \$2000 for event rental, 20 events/yr)	
Grants	As available and not guaranteed	
Miscellaneous revenue possibilities → Ticketed programs, festivals (booths, sponsors), book shop sales	May generate revenue after salary and expenses to support building maintenance	
<b>MAINTENANCE</b>		
Building Maintenance → Being an old building, Hunt might have more deficiencies than a typical building, such as issues with AC system, glass, and so forth.		\$70,000
Land Maintenance		\$80,000
Utilities		\$35,000 (Building only)
<b>TOTAL</b>	<b>\$72,000</b>	<b>\$510,000</b>
<b>HUNT BUDGET GRAND TOTAL</b>		
<b>Expense</b>	\$510,000	
<b>Revenue</b>	\$72,000	
<b>Projected Net</b>	<b>-\$438,000</b>	

Without secure revenue generation, total revenue amount equals only 14.1% of the total annual expenses. Based on these calculations, such a program budget would only be able to cover the salary of a curator. Although grant and other programming MAY generate additional funds, none are guaranteed and are not sustainable in the long term.



With the addition of in-kind revenue as provided by a separate facility to support total operations, prospects are much more optimistic. With additional revenue, KCS can also focus on expanding the quality of the range of programs and services by expanding staffing as needed and dedicating a portion of our budget to employee benefits, such as those included below:

# HUNT + NEWLY CONSTRUCTED COMMUNITY CENTER BUDGET

	Estimated Revenue (Yearly)	Estimated Expense (Yearly)
<b>PERSONNEL</b>		
Curator—Arts, Culture, & Literacy Programming (2)		\$70,000 x 2 = \$140,000
Security Personnel (2)		\$55,000 x 2 = \$110,000
Librarian/Library Assistant (1)		\$60,000
Facilities & Maintenance Staff (3)		Lead \$65,000; Staff \$45,000 x 2 = \$90,000 Total \$155,000
Community Center Front Desk Receptionist		\$40,000
Community Center Full-Time Staff • Program Associate; Health Projects Manager; Public Health Specialist; Community Manager		\$55,000 x 4 = \$220,000
<b>FRINGE BENEFITS</b>		
The average combined fringe benefit for KCS personnel is 18.0%. Benefits include: FICA, Medical/Dental, Workers Compensation, and Unemployment.		\$130,500
<b>INSURANCE RENEWAL *Based on KCS insurance renewal rates for 2022</b>		
Commercial General Liability (\$2 million per occurrence)		\$4000 (Hunt) + \$25,000 (KCS General Liability Insurance Renewal) = \$29,000
Workers' Compensation (\$1 million per accident)		Statutory
Property Insurance (\$1 million)		\$3000/year per million dollars of coverage x 2 sites = \$6,000
Auto Insurance for mobile community health services (\$1 million per occurrence)		\$16,000
<b>EQUIPMENT (variable expenses)</b>		
Technology (Audio/visual equipment, TVs, computers, satellite library services, desktops, webcams, headsets)		\$30,000
Furniture (Tables, chairs, desks, shelves, rugs)		\$50,000
Equipment (include items of movable equipment that cost \$5000 or more with useful life of one year or more)		\$70,000
Supplies (include items that cost less than \$5000 each and other supplies)		Printing, Form, & Program Supplies for Wellness, Literacy, and Educational Materials = \$30,000 Office Supplies = \$15,000 Merchandise for Outreach = \$700 Total \$45,700
<b>CONTRACTUAL</b>		
Cafe (Subcontractor can cover TI costs)	\$12,000	\$48,000
Event/Meeting Room Rental	\$60,000 (\$60-150 per mtg room, 50 rentals/yr; \$2000 for event rental, 20 events/yr)	
Grants	As available	
Miscellaneous revenue possibilities → Ticketed programs, festivals (booths, sponsors), book shop sales	May generate revenue after salary and expenses to support building maintenance	
Community Grants	\$750,000 → Multi Ethnic Collaborative of Community Agencies \$300,000 → California Community Foundation \$250,000 → Orange County Asian Pacific Islander Community Alliance \$200,000 → Community Development Block Grant Program \$20,000 → United Way \$10,000	
Comprehensive Community Center	\$860,000 → State and Federal Medicaid and Medicare Revenue \$560,000 → County Revenue \$300,000	
Donations	\$20,000	
Accounting, Consulting, IT & Legal Services		\$30,000
<b>MAINTENANCE</b>		
Building Maintenance (for both Hunt and Community Center)		\$250,000
Land Maintenance		\$80,000
Utilities		\$120,000 (Buildings only)
<b>OTHER</b>		
Permits, Licenses, Fees (excluding IT)		\$10,000
Staff Recruitment & Trainings		\$5,000
Communications		\$50,000
<b>Total</b>	<b>\$1,702,000</b>	<b>\$1,695,200</b>
<b>HUNT BUILDING + NEWLY CONSTRUCTED COMMUNITY CENTER BUDGET GRAND TOTAL</b>		
Expense	\$1,695,200	
Revenue	\$1,702,000	
Projected Net	+ \$6,800	

This budget reflects existing revenue that can be brought into the new construction with existing community, health and wellness contracts and grants KCS has. KCS will subsidize Security and various Tenant Improvement costs for the historic Hunt site, and newly housed projects in the additional site will support additional staffing, any major building maintenance, groundskeeping, parking lot and driveway maintenance, and library services.

## Financial Qualifications

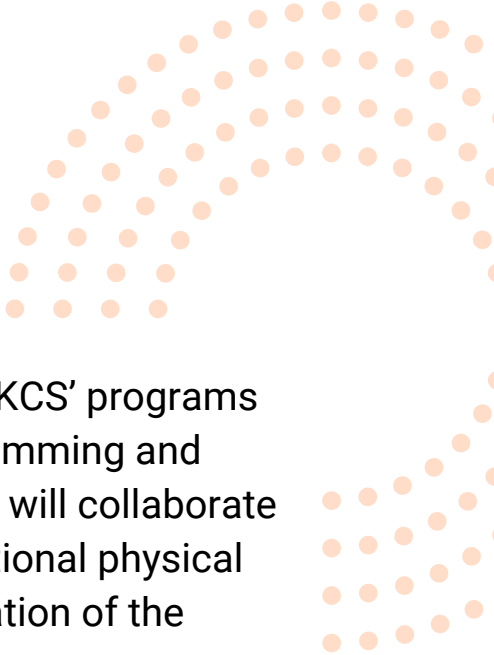
KCS is financially stable with increasing net revenue over the past three fiscal years (Jan-Dec). Financial Statements are attached for years 2019 and 2020. A Profits & Loss Statement is provided for 2021 (see Attachment 1). Income statements can be provided upon request. Currently, KCS has a healthy reserve and no debt. KCS is confident that it has the financial stability to execute the proposed services.

I. **Liquidity/Cash-on-Hand** – Please see Attachment 2: KCS Balance Sheet as of June 2022.

II. **Records Retention** – KCS program policies and procedures outline records retention, and these policies are developed in coordination with funders and regulatory bodies. KCS will work with the City of Fullerton to develop reasonable policies and procedures. KCS policies and procedures can be provided upon request.

III. **Negotiation of Lease Rates** – KCS will work closely with the City to negotiate a reasonable lease rate and term.

IV. **Insurance Requirements** – Currently, there exists a \$3 million General Liability policy in addition to workers' compensation, errors and omissions, and auto insurance. KCS is also covered by the Federal Torts Claim Act, which provides medical malpractice liability coverage for all employees affiliated with a FTCA covered entity. Additional property insurance that also includes legal liability coverage will be obtained if requested and if chosen for the partnership. Any available insurance in excess of the specified minimum limits will be available to the city, its officers, officials, employees, and volunteers. COIs can be provided upon request.



# Sources of Funds

Below is a fraction of the sources of funds that subsidize KCS' programs and services. This list demonstrates the breadth of programming and enthusiasm for working with the city and community. KCS will collaborate and partner with all interested partners, but will need additional physical space to generate revenue. This will allow for the preservation of the existing Hunt Building for subsidized community uses.

- Asian Americans Advancing Justice Southern California
- CA Department of Public Health
- CA Department of Social Services
- CalOptima
- Community Health Initiative of Orange County
- HHS Health Resources Services Administration
- HHS Substance Abuse Mental Health Services Administration
- Immigration Legal Resource Center
- National Asian Pacific Center on Aging
- National Foreign Language Center
- Orange County Community Foundation
- Orange County Health Care Agency
- Orange County Human Relations Commission
- Orange Social Services Agency
- Public Law Center
- Susan G. Komen Foundation
- University of Irvine
- TIDES Foundation

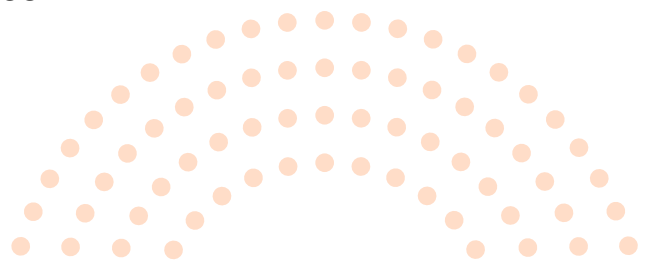


## Implementation Schedule

KCS currently operates community-based services and cultural programming (please refer to the ‘Minimum Qualifications’ section), making this a Turn Key Operation. At present, KCS operates 5 days a week from 9AM-5:30PM in ten sites. However, working hours for the Hunt Library will be based on working hours of the Fullerton Public Library instead of KCS: the Hunt will tentatively be open from Tuesday to Saturday, from 11AM to 7PM. For municipal activities on the site, KCS will work closely with the city to determine working hours for community services that best align with the public interest in using this facility at peak hours. As KCS is a current and experienced Community Services and Cultural Programming Provider, our timeline for implementation is as follows:

Implementation Phase Workplan (Upon Contract Start)	
Months 1-3	<ul style="list-style-type: none"> <li>• Meetings with City Council</li> <li>• Meetings with Community Stakeholders</li> <li>• Meetings with Consultants and Architects</li> <li>• Internal Meetings to Operationalize Additional Actions</li> <li>• Determine Schedule and Availability</li> <li>• Finalize staffing</li> </ul>
Months 4-6	<ul style="list-style-type: none"> <li>• Building and Renovation Planning</li> <li>• Review and Refine Existing Equipment, Staffing, Protocols and Workflows</li> <li>• Meetings with Community Stakeholders for Library Programming</li> <li>• Develop Key Partnerships with local CBOs</li> </ul>
Months 8-12 (Year 1)	<ul style="list-style-type: none"> <li>• Begin Construction</li> <li>• Meetings with City, Newport Partners and KCS to finalize programming</li> <li>• Implement Key Partnerships with CBOs</li> <li>• City Check In to Ensure Quality and Adherence to Contract</li> </ul>
Year 2	<ul style="list-style-type: none"> <li>• Finalize Building and Renovation</li> <li>• Start Operations</li> <li>• Continue Key Partnerships with CBOs</li> </ul>

KCS’ community, health and wellness services are turnkey and ready to consolidate to the proposed site. As there are more due diligence that needs to be done for arts, culture, and literacy programming, once KCS is officially selected for this RFP, we will work with the city of Fullerton and community stakeholders to outline a more detailed implementation schedule that makes sense for both sides.





# WORK SAMPLES

KCS and Newport have spearheaded projects with similar levels of community engagement and collaboration across different groups and individuals. Key projects are highlighted below.

## Newport Partners



### Historical Site Repurposing & Preservation

The Temple Art Lofts is a key catalyst project in the revitalization of downtown Vallejo. The historic preservation and adaptive reuse of the 1917 Masonic Temple and adjacent 1872 City Hall building transformed two dilapidated and foreclosed upon buildings into 29 affordable live/work lofts for artists. The project features artist studio space and a fully renovated performance hall.



Today, the historic buildings are home to 29 artists live/work lofts, community art studio, grand performance hall and over 6,000 square feet of ground-floor retail space. Temple Art Lofts has been honored with a number of awards, including a Preservation Design Award from the California Preservation Foundation and a Growing Smarter Together: Urban Design Award from the Association of Bay Area Governments.



## Cultural Site Construction

In 2005, Jong C Limb of Newport Partners successfully, designed and built the K.Y. Tai Educational Building for the South Coast Chinese Cultural Association, which runs the Irvine Chinese School, the largest Chinese school in the United States.

The Building facilitates over 20 community and world language study programs to develop listening, speaking, and literacy skills and a deep understanding of Chinese culture in relation to the legacy of K.Y. Tai.





## Community Education

From its genesis, KCS has hosted low-income Section 8 housing workshops, free citizenship applications workshops, and community education classes for low income families and seniors.



In addition, our Community Services division in Buena Park operates literacy services for residents. In 2021, we provided 73 educational classes for 87 participants through our Early Intervention Services for Older Adults (EISOA) program. We are also entering our fourth year hosting our annual ten-week summer immersive language program for more than twenty students in 7th through 9th grade.



## Community Health

At the height of the pandemic, KCS partnered with Solidarity and OC United to distribute COVID-19 relief funds to undocumented populations.

In 2020, through KCS' leadership in the API Taskforce and participation in the Latino Health Equity Task Force, over 50,000+ vaccinations to uninsured, low-income community members were administered.

KCS currently partners with Latino Health Access to provide dental services to Latinx communities in Orange County. In addition, county and national research found that Asian and Latinx Americans use Complementary and Alternative Medicine (CAM) more frequently than other groups for both health maintenance and relief from symptoms of chronic conditions. KCS offers CAM services in our community health clinics.





## Community Nutrition, Exercise, & Garden

As part of the Community Services division, KCS regularly organizes community yoga classes for hypertensive and diabetic patients and collaborates with local businesses for community garden activities. In the second photo, KCS staff can be seen with Home Depot volunteers building a community garden.



# PROPOSAL SUMMARY

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KCS is well qualified both operationally and financially to operate this facility. With further due diligence, a more detailed prospectus and budget will emerge. Nonetheless, KCS is earmarking **\$3,000,000** for construction, renovation and start-up programming expenses in anticipation of securing a lease from the city.

Program operations within solely the Hunt building itself will not generate sufficient revenue to cover the total costs of operations. As an old historic building, the maintenance costs will be substantial in addition to higher utility costs and landscape and tree maintenance costs of over two (2) acres of greenspace. KCS seeks to be self-sustainable for the long term. In order for that to be feasible, we would propose the following terms.

- ▶ Long term ground lease to KCS of the Hunt facility and surrounding land (50 years plus option for additional 50 years) for \$1 per year.
- ▶ Long term ground lease for the appendage property (similar to above) whereby KCS can build (at its own cost) a community, wellness and health facility that can service those that can least afford care. See map above of property KCS is proposing.
- ▶ The City of Fullerton would agree to work with KCS in obtaining the identified property above and help it get the appropriate entitlements to build new construction and operate a comprehensive community center therein.

Revitalization of the historic Hunt, in tandem with the construction of an adjacent comprehensive community center that houses sustainable community programming, will most effectively turn the Hunt space into a major asset to the city and community. KCS sincerely hopes to preserve this historic space in an operating and sustainable manner that is beneficial to the community in the long term.



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