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Proposal for  
Legislative Advocacy and  
Grant Writing Services

September 25, 2020

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Ken Domer, City Manager  
City of Fullerton  
303 W. Commonwealth Avenue  
Fullerton, CA 92832

Dear Mr. Domer:

Thank you for the opportunity for Townsend Public Affairs, Inc. ("TPA") to submit our proposal to provide both State and Federal Legislative Advocacy and Grant Writing Services to the City of Fullerton ("City").

TPA has been proud and honored to serve as the state and federal lobbyist for the City over the past 14 years. During our tenure, TPA has demonstrated its focused and unwavering commitment to the legislative platform and funding priorities of the City, securing **over \$17 million** in funding for the City of Fullerton, while serving as an extension of the City staff.

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

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

***Utilizing this method on behalf of our clients, TPA has shepherded over 100 legislative and regulatory proposals into law, and secured over \$1.8 billion in grants from state, federal, and local government agencies as well as nonprofit foundations and private companies.***

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

Yours truly,



Christopher Townsend  
President



# LEGISLATIVE ADVOCACY SCOPE OF WORK

TPA uses the following strategic and comprehensive approach to provide state and federal legislative advocacy services to the City, as outlined in the scope of work included in RFP #4314 Legislative Advocacy Services:

- **Conduct Detailed Orientation:** TPA utilizes a comprehensive onboarding process that includes extensive meetings with various relevant members of City leadership and key City departments to help develop a strategic plan that is carefully tailored to satisfy the needs of the City, as well as designed for maximum success in the current political climate and funding environment.
- **Develop State and Federal Legislative Strategy:** Utilizing the information gathered during the onboarding process, TPA will coordinate with the City to develop an official legislative platform and strategy that represents the City's priorities in Sacramento and Washington, DC. This blueprint will be shared with key stakeholders in the State Legislature and Governor's Administration as well as Congress and the Trump Administration.
- **Implement the Legislative Strategy:** TPA will advocate for the City's legislative agenda utilizing the following methods:
  - **Monitoring:** TPA will serve as a reliable and consistent conduit of information to and from, but not limited to the California State Assembly and Senate, the City's congressional delegation, other members of Congress and their staff, key congressional committees, and various federal agencies.

TPA will monitor and provide regular reports, both orally and in writing, on current legislation, the State and Federal budget process or an assembly and/or congressional events that may directly or indirectly impact the City.

TPA will work closely with the City to assist in the development of the City's legislative platform and specific legislative priorities. TPA will maintain frequent contact with elected officials and their staff concerning the development of all future legislation and regulations impacting the City. TPA will communicate the potential effects of specific legislation and regulations on the City to elected officials and their staff.

*(Scope of Work A, RFP Page 7)*

- **Track Legislation:** TPA will identify, analyze, monitor, and obtain all bills, resolutions, files, journals, histories, etc. relevant to the City's legislative platform and assess their potential impact on the City. All bills and amendments that have an impact on the legislative and regulatory interests of the agency will be forwarded to the City.

*(Scope of Work B, RFP Page 7)*



- **Legislative Advocacy:** TPA will work to ensure that the City's position on key State and Federal action is transmitted to elected officials and their staff. The City's position will also be shared with key state and federal committees and agencies, as well as other key stakeholders and interest groups.

TPA will prepare and submit written and verbal testimony to appropriate policy and fiscal committees and agency hearings regarding legislation relevant to the City. TPA will also draft and deliver position letters to legislators and key officials on specific bill language, notifying them of the City's position.

TPA will also work with City to design and implement a strategy that raises the consciousness and awareness of issues relating to municipalities.

### *(Scope of Work C, RFP Page 7)*

- **Coordinate Advocacy Trips:** TPA will work with the City to coordinate advocacy trips to Sacramento and Washington, DC to meet with the City's legislative delegation, as well as legislators that serve on committees relevant to the City's agenda. Furthermore, whenever possible, TPA will also schedule site visits by legislators to the City.
- **Coordination and Reporting of Legislative/Regulatory Efforts:** TPA will work with the City to coordinate a legislative and regulatory program, to develop legislative and regulatory positions and platforms. In addition, TPA will draft language and amendments for relevant legislation, as required to protect and promote the City's agenda. When appropriate, TPA will work to coordinate the City's perspective with other municipalities.

Additionally, TPA will work with the City to design and implement a strategy that raises the consciousness and awareness of issues relating to the City with elected officials and broadens and improves direct communication of City staff with state and/or federal legislators.

TPA will provide regular written reports of all legislative activities and be available to participate in City Council meetings as needed.

### *(Scope of Work D, RFP Page 8)*

- **Special Projects Facilitation:** TPA will represent the City as a special projects facilitator before state and federal agencies on various funding matters to help develop project guidelines, as well as policy and resolution statements.

If needed, TPA will assist the City with strategic communication or crisis response relative to the County's legislative affairs activities.

### *(Scope of Work E, RFP Page 8)*



- **Establish an Active Presence:** TPA will actively work, on behalf of the City, to establish a strong identity and presence in Sacramento, CA and/or Washington.

TPA will always be available for on-site visits, meetings, and presentations to the City. TPA will regularly communicate with City staff regarding legislative issues.

*(Scope of Work F, RFP Page 8)*

- **Build, Strengthen, and Leverage Relevant Relationships:** TPA has cultivated a network of valuable relationships that will be leveraged to promote the City's legislative agenda.

TPA will engage various techniques to leverage our network of key relationships on behalf of the City:

- Schedule meetings for the City to discuss relevant legislation
  - Prepare all briefing materials and talking points for the City
  - Brief legislative offices and stakeholders on the City's legislative agenda
  - Follow-up on meetings to ensure commitments and deliverables are being met
- **Provide Progress Reports:** TPA will confer regularly with the City on our activities. TPA will provide timely electronic reports on the status of all legislative activity, such as bill language, amendments, and committee analyses. In addition to written reports, TPA will be available to the City for conference calls, in-person briefings, and meetings.
  - **Prepare and File Lobbying Disclosure Reports:** TPA will prepare and file, on behalf of the City, all applicable state and federal lobbying disclosure reports.

# GRANT WRITING SCOPE OF WORK

TPA will use the following strategic and comprehensive approach to provide grant writing and management services to the City, as outlined in the scope of work included in RFP #4347 Professional Services for Grant Writing and Management:

- **Conduct Detailed Orientation:** TPA utilizes a comprehensive onboarding process that includes extensive meetings with various relevant members of City leadership and key City departments. These meetings will include an assessment of current funding priority areas, identification of changes in funding priority areas and identification of new priority areas for possible funding (***RFP Scope of Services, 1. Funding Needs Analysis, page 11***). The information discussed in these meeting will help TPA develop a strategic funding plan that is carefully tailored to satisfy the needs of the City, as well as designed for maximum success in the current political climate and funding environment.
- **Craft Strategic Funding Plan:** Utilizing the information gathered during the onboarding process, TPA will coordinate with the City to develop a proactive and comprehensive strategic funding plan that serves the needs of the City's priorities. ***The plan will do more than simply identify City projects***; it will outline and prioritize multiple funding options for each project, and develop a specific plan of work tailored for each project. It will also identify key "strings attached" to help assess the cost/benefit ratio for each grant opportunity.
- **Identify, Research, and Monitor Grant Funding Opportunities:** TPA will utilize list-serve subscription programs, funding workshops, agency canvassing, and other networking tactics to ensure every potential opportunity (state, federal, foundation, and agency) is identified and reviewed for relevance with the City's projects. TPA will then share these opportunities (emphasizing grants which require no "matching" funds) with the City for further assessment and determination if a grant application is warranted (***RFP Scope of Services, 2. Grant Funding Research, page 11***). The City will also receive a grant matrix of funding programs that is updated regularly as new opportunities arise.
- **On-Call Grant Research:** TPA will research and monitor additional grant opportunities identified by the City or in the funding needs analysis throughout the duration of the contract, in addition to the priority areas outlined in the Scope of Services (***RFP Scope of Services, 3. On-Call Grant Research, page 12***).
- **Grant Application Development and Submittal:** TPA will develop, draft, submit, and follow up on each City grant application through the following process (***RFP Scope of Services, 4. Grant Proposal Development, page 12***):



- **Establishment of Clear Accountabilities:** TPA will coordinate with the City to ensure the assignment of responsibilities and tasks are made clear so that confusion and inefficiency are avoided and the City is burdened as little as possible while TPA pursues a grant opportunity.
- **Provide Overview of Full Application Requirements:** For each grant application, TPA will provide the City with a detailed overview of the requirements for the grant program and corresponding application to ensure that the program is a strong fit for City projects. This will include:
  - Application timeline
  - Eligible project types
  - Funding availability and award maximum and minimums
  - List of application components, including proposal questions and any required attachments
- **Assemble Project Background and Details:** TPA will conduct a detailed informational interview with City staff most involved with each project in order to gain a full understanding of the project background and scope details necessary for developing the grant proposal and addressing all application questions.
- **Coordinate Technical Project Details:** For technical application components such as site plans, detailed cost estimates, project timelines, engineering plans, and cost-benefit analyses, TPA will coordinate with City staff to compile all necessary attachments and ensure consistency across all elements of the application.
- **Draft Written Proposal:** TPA will fully draft all narrative components of the application and, when applicable, will indicate where additional input or project detail from the City could be provided during the proposal review process.
- **Incorporate Feedback to Finalize Proposal:** Well ahead the of the application deadline, TPA will provide the City with a full draft for review and feedback. TPA will incorporate any additional details or revisions provided during this process to finalize the grant application and will obtain City approval for the final version of the application prior to submission.
- **Submit Completed Application:** TPA will ensure that applications are submitted prior to the deadline, whether the submission is electronic or through hard copies, in accordance with submission instructions for each individual program. For hard copy submissions, TPA will print and package applications according to submission instructions and will ship applications through a reliable carrier service such as FedEx in order to provide the City with tracking and delivery confirmation for the application. TPA will also obtain a receipt for proof of submission and provide the City with a final copy of all submitted application documents (*RFP Scope of Services, 4. Grant Proposal Development, page 12*).

- **Funding Advocacy:** Throughout grant application process TPA will leverage relationships with relevant officials and program officers in various state and federal funding agencies to ensure that City grant applications are aligned with the goals of the specific grant program and that the applications are well-crafted and well-positioned for funding.
- **Post-Grant Submittal Advocacy:** TPA will frequently contact legislators and agency officials to follow up on the status of a grant application and promote its need and urgency. This will include drafting letters of support after grant submissions and distributing them to legislators for their consideration. In addition, TPA will work with legislators to reach out to individual granting agencies to provide background on City's projects and convey their support for those projects.
- **Post-Award Grant Administration and Compliance:** TPA will also assist, as needed, with post-award administration and compliance for all grant applications submitted by TPA on behalf of the City. This assistance will include interacting with granting agencies on behalf of the City, providing support for the drafting and submission of required reports, evaluations, and other tasks related to the successful monitoring of and compliance with the program requirements.
- **Comprehensive Follow-Up on Unsuccessful Applications:** Despite all best efforts, some grant applications are not selected for funding. In those instances where grant applications are unsuccessful, TPA will work with the relevant state and federal funding agencies to set up in-person or telephone debriefing sessions to discuss the grant applications and how to best revise the grant applications for the next funding round to ensure success.
- **Monthly Reports:** TPA will submit monthly reports to the City summarizing the amount of time expended and the activities undertaken during the previous month as well as the status of this activities (*RFP Scope of Services, 5. Monthly Reports, page 12*).

# FEE SCHEDULE

## CURRENT LEGISLATIVE ADVOCACY FEE SCHEDULE

The following fee table was included in TPA's response to RFP #4314 Legislative Advocacy Services:

| DESCRIPTION OF SERVICES  | FEE                       |
|--|---------------------------|
| <b>State and Federal Legislative Advocacy Services</b>                                     | <b>\$5,000 Per Month*</b> |
| • Conduct Detailed Orientation   | Included                  |
| • Develop State and Federal Legislative Strategy   | Included                  |
| • Implement the Legislative Strategy   | Included                  |
| • Monitoring   | Included                  |
| • Track Legislation  | Included                  |
| • Legislative Advocacy   | Included                  |
| • Coordinate Advocacy Trips  | Included                  |
| • Coordination and Reporting of Legislative/Regulatory Efforts                             | Included                  |
| • Special Projects Facilitation  | Included                  |
| • Establish an Active Presence   | Included                  |
| • Build, Strengthen, and Leverage Relevant Relationships                                   | Included                  |
| • Provide Progress Reports   | Included                  |
| • Prepare and File Lobbying Disclosure Reports   | Included                  |
| <i>*The not-to-exceed monthly fee includes all reasonable business and travel expenses</i> |                           |



## PROPOSED FEE SCHEDULE FOR GRANT WRITING SERVICES

The following fee table was included in TPA's response to RFP #4347 Professional Services for Grant Writing and Management:

| DESCRIPTION OF SERVICES  | FEE                       |
|--|---------------------------|
| <b>Grant Writing and Management Services</b>   | <b>\$4,000 Per Month*</b> |
| • Conduct Detailed Orientation   | Included                  |
| • Craft Strategic Funding Plan   | Included                  |
| • Identify, Research, and Monitor Grant Funding Opportunities  | Included                  |
| • On-Call Grant Research   | Included                  |
| • Establishment of Clear Accountabilities  | Included                  |
| • Grant Application Development and Submittal  | Included                  |
| • Provide Overview of Full Application Requirements  | Included                  |
| • Assemble Project Background and Details  | Included                  |
| • Coordinate Technical Project Details   | Included                  |
| • Draft Written Proposal   | Included                  |
| • Incorporate Feedback to Finalize Project   | Included                  |
| • Submit Completed Application   | Included                  |
| • Funding Advocacy   | Included                  |
| • Post-Grant Submittal Advocacy  | Included                  |
| • Post-Award Grant Administration and Compliance   | Included                  |
| • Comprehensive Follow-Up on Unsuccessful Applications   | Included                  |
| • Monthly Reports  | Included                  |
| *The monthly fee includes all reasonable business and travel expenses. TPA agreed to reduce fee to \$2,500 per month by request of the City. |                           |



## PROPOSED FEE FOR COMBINED SERVICES

The following fee table proposes a combined monthly fee to provide BOTH legislative advocacy AND grant writing services as outlined in TPA's response to RFP #4314 Legislative Advocacy Services and RFP #4347 Professional Services for Grant Writing and Management respectively:

| DESCRIPTION OF SERVICES  | FEE                       |
|--|---------------------------|
| <b>State and Federal Legislative Advocacy AND Grant Writing Services</b>     | <b>\$7,500 Per Month*</b> |
| <b>State and Federal Legislative Advocacy Services</b>                       |                           |
| • Conduct Detailed Orientation   | Included                  |
| • Develop State and Federal Legislative Strategy                             | Included                  |
| • Implement the Legislative Strategy   | Included                  |
| • Monitoring   | Included                  |
| • Track Legislation  | Included                  |
| • Legislative Advocacy   | Included                  |
| • Coordinate Advocacy Trips  | Included                  |
| • Coordination and Reporting of Legislative/Regulatory Efforts               | Included                  |
| • Special Projects Facilitation  | Included                  |
| • Establish an Active Presence   | Included                  |
| • Build, Strengthen, and Leverage Relevant Relationships                     | Included                  |
| • Provide Progress Reports   | Included                  |
| • Prepare and File Lobbying Disclosure Reports                               | Included                  |
| <b>Grant Writing Services</b>  |                           |
| • Conduct Detailed Orientation   | Included                  |
| • Craft Strategic Funding Plan   | Included                  |
| • Identify, Research, and Monitor Grant Funding Opportunities                | Included                  |
| • On-Call Grant Research   | Included                  |
| • Establishment of Clear Accountabilities                                    | Included                  |
| • Grant Application Development and Submittal                                | Included                  |
| • Provide Overview of Full Application Requirements                          | Included                  |
| • Assemble Project Background and Details                                    | Included                  |
| • Coordinate Technical Project Details                                       | Included                  |
| • Draft Written Proposal   | Included                  |
| • Incorporate Feedback to Finalize Project                                   | Included                  |
| • Submit Completed Application   | Included                  |
| • Funding Advocacy   | Included                  |
| • Post-Grant Submittal Advocacy  | Included                  |
| • Post-Award Grant Administration and Compliance                             | Included                  |
| • Comprehensive Follow-Up on Unsuccessful Applications                       | Included                  |
| • Monthly Reports  | Included                  |
| <i>*The monthly fee includes all reasonable business and travel expenses</i> |                           |

