

EXHIBIT A - INTENT TO FUNDRAISE FORM
COTTONWOOD CANYON EXPERIENCE CENTER
CAPITAL CONSTRUCTION CAMPAIGN

November 12, 2014

1. Project Name: Cottonwood Canyon Experience Center Capital Construction Campaign

2. Purpose of Fundraising:

The purpose of this project is to complete a capital campaign which results in the construction of an Experience Center at Cottonwood Canyon State Park and to fund initial programmatic elements associated with the Experience Center.

3. Type: (e.g., Capital or Programmatic Priority Campaign, General Donation

Initiative) Capital Construction Priority Campaign

4. Scope of Work:

The Cottonwood Canyon Experience Center is a necessary capital improvement to Cottonwood Canyon State Park. While this newest park in the state park system is now open and has experienced encouraging visitor use numbers during its first full year of operation, the construction of the Experience Center and associated showers and cabins will make the park more accessible for local community events, school field trips, residential outdoor school programs and other group events and achieve the objectives for the park as envisioned by the partners of the Oregon Solutions Project.

The Experience Center and the associated campaign are projected to raise \$600,000 in private funding, supplemented by \$200,000 of work and in-kind support provided by the State through OPRD, which will result in the construction of a 1,500 square foot building. Conceptual drawings and a conceptual cost estimate are attached to this proposal.

Specific features anticipated for the Experience Center include the following:

- Walkways connecting to parking areas;
- Landscaping directly related to the building and evocative of an Eastern Oregon ranch;
- Porches around the building to provide shade and shelter;

- Classroom space;
- Activity and project space;
- Community gathering space;
- Relaxation and contemplation space;
- Park-specific library and research materials;
- Associated outdoor space;
- Sustainable design to include photovoltaic power;
- Interpretive and Community Displays;

5. Projected Value of Donation:

The total private fundraising goal for the Experience Center Campaign is \$600,000. OPRD has committed to providing up to \$200,000 for final project design and site work for the Experience Center. Total project cost is estimated at \$800,000.

6. Administrative Charge (Indirect Expenses):

The indirect expenses attributed to the Foundation's involvement in the project are budgeted at \$54,500. This represents 9.1% of campaign costs. This figure is well within non-profit industry standards for a campaign of this scale. In addition, the campaign budget calls for \$40,500 in direct campaign expenses. Direct costs cover items such as staff mileage to the site, necessary personnel costs (staff and consultant time) and campaign materials and costs.

7. Department Resources Requested:

The Department will provide project management for the planning, contracting, budgeting, design and construction of the Experience Center. This will entail involvement of local Cottonwood Canyon State Park staff as well as OPRD staff in Salem. OPRD direct costs associated with construction of the Center are projected at up to \$200,000, with most of the work including infrastructure improvements. The Department has also agreed to contribute ongoing resources toward the Experience Center by virtue of its commitment to maintain and staff the building with employees and volunteers as needed once it is constructed. Construction of the proposed Experience

Center will take place simultaneous, or as near in time as feasible, with the construction of four to six cabins and a shower house adjacent to the site. Construction of cabins and shower house is a critical complement to the Experience Center itself, but is not budgeted as part of this capital campaign.

8. Estimated Value of Department Resources:

The contribution to the Experience Center Campaign from OPRD for the activities in 7 above is estimated at a maximum of \$200,000

9. Target Net Donation (e.g., projected Donation less value of Department Resources received):

The direct value of the Foundation's contribution toward construction of the Experience Center is \$505,000. This figure excludes Foundation direct campaign and indirect administrative costs.

10. Strategy:

The strategy for the Experience Center Campaign is multifold. Early in the Campaign we are focused on an initial funding commitment from OPRD and an early substantial commitment from the Ford Family Foundation of approximately \$250,000. This funding will only be possible if strong local community commitment is demonstrated by Gilliam, Sherman and Wheeler Counties. OSPF has already met with and been favorably received by the three counties and has requested strong letters of support from each as well as a commitment for a total contribution in 2017, near the conclusion of the campaign, of between \$40,000-\$80,000. Once support from the three counties, the Ford Family Foundation and OPRD are in place, the Foundation will reach out to other private foundations that are amenable to funding rural capital and education projects. At the time when virtually all of our private foundation and state funding is in place, we will begin a public campaign which will entail a combination of private fundraising from the nearby local communities and funding from the Portland Metro area. The final 10% of the campaign, the truly public phase of the campaign, is premised upon broad fundraising from the general public on a statewide scale. OSPF will work with OPRD to develop recognition opportunities for significant donors in accordance with OPRD policy COM 10-5.

11. Fundraising Budget:

COTTONWOOD EXPERIENCE CENTER PRELIMINARY CAMPAIGN BUDGET				
ITEM	OSPF	OPRD	TOTAL	Comments
1. Final Design and Site		\$200,000		
2. Building Construction	\$420,000			Includes \$30,000 for
3. Furniture, computers,	\$25,000			
4. Landscaping, outdoor	\$20,000			
5. Education program	\$30,000			
6. Interpretive costs	\$10,000			
7. Fundraising,	\$40,500			
Sub-total	\$545,500			
8. Campaign	\$54,500			Approximately 10% of raised
	\$600,000	\$200,000	\$800,000	

12. Foundation Staff Time:

This campaign represents a priority project for the Foundation in years 2015-16. Substantial staff time and effort will be invested into the success of this project. Our fundraising and marketing budget anticipates hiring a consultant for preparation of campaign material in order to move the project forward. This campaign effort is compensated by indirect costs of \$54,500 and the direct costs of fundraising and marketing of \$40,500.

13. Department Staff Time:

OPRD staff time on this project will be substantial because construction management and oversight will be entirely an OPRD function. As well, the ongoing future cost of maintenance and administration of the facility will be borne by OPRD.

14. Fundraising Timeline:

<u>Date</u>	<u>Action</u>	<u>Party</u>
Sep 2014	Complete Intent to Fundraise	OSPF/OPRD Staff
Nov 2014	Campaign Plan Approved	Board
Nov 2014	Quiet Phase Launch	Campaign Committee
Sep-Dec 2014	Visit Interest Groups in Region	Committee and Staff
Sep-Dec 2014	Visit Potential Grantors	Committee and Staff
Sep-Dec 2014	Develop Campaign Materials	Committee and Staff
Jan 2015	Begin Apply for Grants	Committee and Staff
???	Other Activities per Campaign Plan	
???	When 50% of funds committed, Launch Public Phase	
Mar 31, 2017	Deliver funds to OPRD	OSPF

15. Phasing/Gateways/Milestones:

While the project will be initiated in fall of 2014, the initial year of the project will focus primarily on building local community support for the project which will be invaluable when we approach foundations. The first year of the project, largely 2015, will entail work building support from private foundations. The public phase of the campaign will follow, but no public announcement of the campaign nor broad public solicitation will occur until half of the funds are secured by cash or pledge from foundations and public agencies.

It is anticipated that fundraising for the project will be complete by March 31, 2017. Construction will not be initiated prior to having full funding in hand unless determined by OPRD. Close coordination between OPRD and the Foundation will be necessary as we approach the conclusion of the Campaign because efficiencies in construction are anticipated in building the cabins and shower house simultaneous with the Experience Center.

16. Essential Components / Anticipated Costs:

Building construction is the primary objective of this campaign. We have included photovoltaic panels as an essential component of the campaign. This item had initially been targeted as a reach component. Our reasoning is that both the Experience Center and the adjacent new shower house and cabins must necessarily be constructed off the grid because tying them to the existing power source at the State Park would entail upgrading the current electrical line in order to accommodate the greater power needs. The cost of such an upgrade is estimated at more than \$500,000, which makes the building the Center impractical without the use of photovoltaics.

17. Reach Components / Anticipated Costs:

Costs associated with initiating the programming elements of the Experience Center such as funding the rollout of the Cottonwood Canyon Institute and its educational programs, while essential, are somewhat more flexible than the construction program itself. We intend to approach funding these program elements in two different ways. If our overall fundraising goalposts are easily attained and we perceive additional capacity to raise funds, efforts will then go toward enhanced program elements – curriculum, additional programs, support equipment, etc. consistent with needs identified by OPRD. Alternatively, some foundations may choose to fund only programming and educational elements rather than building construction, in which case we will apply those restricted funds raised to programming itself.

18. Special Considerations:

This project is especially timely and meaningful to both the principal parties. First, Cottonwood Canyon State Park is Oregon's newest state park, but beyond this, it is a park that has a new philosophy regarding visitor use. Cottonwood Canyon is large, diverse, and has a very different role to play as a new state park in the new century. With this aspiration comes OPRD's commitment to go beyond simply establishing a new park. Cottonwood Canyon State Park looks outward toward creating strong, new local community connections. Cottonwood must be about community because of its genesis and its location in rural Oregon. The Experience Center and its associated programs then also serves as the focal point for this new style of community collaboration as envisioned by the Oregon Solutions Project.

The Oregon State Parks Foundation has dramatically restyled itself over the past several years. With our already-approved Intent to Fundraise that covers our membership program and annual parking passes, we are on a course to building a sustaining membership base. This companion project to fund the Experience Center will complement this by firmly establishing how the Foundation can tangibly add value to Oregon state parks. Both of these

programs are necessary to demonstrate the full breadth of the Foundation's ability to function as a newly rebuilt organization

A second special consideration is the commitment of OPRD over the next several biennial budget cycles. The Experience Center will never achieve its full potential as a stand-alone project. The real benefits of the Center will only be realized once the anticipated shower house and cabins are constructed. At that point Cottonwood Canyon will have the necessary infrastructure to host overnight educational events such as outdoor school and youth camps. This requires that OPRD not only commit to an initial investment in constructing the Center, which is not insubstantial, but also to the funding necessary to construct the shower house and cabins. Ideally construction for both of these projects will be initiated simultaneously in order to achieve cost benefits for OPRD.

19. Reporting Requirements:

At this point in the progression of the Cottonwood Experience Center Campaign we propose reporting to OPRD on a quarterly basis. As construction and coordination approach, in 2016 and beyond, the Foundation believes monthly meetings to coordinate fundraising and construction planning and sequencing will be necessary.

20. Date of Reconciliation:

21. Signatures:

John R. Hoffnagle
Executive Director, Oregon State Parks Foundation

Date

Lisa Van Laanen
Director, Oregon Parks and Recreations Dept.

Date