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January 5, 2016

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607

ACOG Aging Services Proposal Review Committee:

Spartanburg Regional Foundation is proud to submit a proposal for the ACOG Senior Services Contract for Spartanburg County from April, 2016 – June, 2017.

We are committed to supporting health and wellness needs of seniors. We are concerned about the dissolution of our local senior organization in 2015 and we believe in the power of a collaborative solution to improve senior services in Spartanburg.

Our board of trustees voted unanimously in December to support our proposal to ACOG to become the senior services coordinating organization for this bid period. Our intention is to renew services to their previous level, grow services where possible, and convene the community to create a long-term strategy for maximizing senior services.

We have secured the partnership of the three existing primary senior services providers including Spartanburg County, Spartanburg Regional Healthcare System transportation division, and Mobile Meals. We also have the support of our Joint Funder partners including United Way, Mary Black Foundation, and Spartanburg County Foundation. We have convened a diverse group of community leaders with a commitment to seniors, and we will use this group to launch the leadership group to develop our community's long term senior services strategy and implementation plan.

As the chair of the board, I thank you for your time and consideration of our proposal as well as your ongoing commitment to seniors throughout our region.

Sincerely,



G. Ashley Allen, Ph.D.
Chair

C: Kristy Caradori, Executive Director



6.1 Proposal Package Cover Letter

HOME OFFICE ADDRESS: Spartanburg Regional Foundation Kristy Caradori, Executive Director/Vice President 101 East Wood Street Spartanburg, SC 29303 864-560-6727 kcaradori@srhs.com	NOTICE ADDRESS: Spartanburg Regional Foundation Kristy Caradori, Executive Director/Vice President 101 East Wood Street Spartanburg, SC 29303 864-560-6727 kcaradori@srhs.com
PAYMENT ADDRESS: Spartanburg Regional Foundation Jane Ovenden, CPA Senior Director of Operations 101 East Wood Street Spartanburg, SC 29303 864-560-6727 jovenden@srhs.com	OFFEROR'S TYPE OF ENTITY: (CHECK ONE) <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Corporate Entity (not-tax exempt) <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation (tax-exempt) <input type="checkbox"/> Government entity (Federal, State, local) <input checked="" type="checkbox"/> 501(c)3

Check List for Procurement Proposal Submission

This form should be turned in with your proposal package. The form should be located behind your proposal package letter and should be signed and dated.

I. Certification and Organizational Information

(This section should be completed by EVERY agency submitting a proposal)

- 6.1 Proposal Package Cover Letter (Form)
- 6.2 Certification (Form)
- 6.3 Contract Terms and Conditions (Form)
- 6.4 Non-Collusion (Form)
- 6.5 Proposed Services and Price (Form)
- 6.6 Executive Summary
- 6.7 Organizational Capacity
 - Organizational Chart
 - List of Board of Directors, identify officers
 - Resumes of key personnel
 - Written procedures for Grant Related Income/Cost Share funds
 - 3-6 business references
 - 3 letter of support
- 6.8 Financial Management and Strength
 - Award letter(s) for additional funding sources
 - Most recent audit/financial statement
- 6.9 Quality Management

II. Information to Submit Service Specific Requirements

(This section should be completed only the services for which you are submitting a proposal)

Evidence Based Health Promotion (HP)

- 7.10 HP Staffing
- 7.11 HP Experience
- 7.12 HP Service Delivery Plan
- 7.13 HP Community Involvement/Expansion of Services

Group Dining Services (GDS)

- 7.3 GDS Staffing
- 7.4 GDS Experience
- 7.5 GDS Service Delivery Plan
- 7.6 GDS Community Involvement/Expansion of Services

Home Delivered Meals (HDM)

- 7.16 HDM Staffing
- 7.17 HDM Experience
- 7.18 HDM Service Delivery Plan
- 7.19 HDM Community Involvement/Expansion of Services

Transportation (TRN)

- 7.28 TRN Staffing
- 7.29 TRN Experience
- 7.30 TRN Service Delivery Plan
- 7.31 TRN Community Involvement/Expansion of Service

III. Budget Information

- 8.1 Budget and Unit Cost Calculation Spreadsheet
- 8.3 Price Proposal Spreadsheet (Form)
- 8.4 Cost Share

Name of Agency	Spartanburg Regional Foundation
Authorized Signatory Authority	Kristy Caradori Executive Director/VP
Date	1/5/2016

6.2 Certification

In response to ACOG/AAA/ADRC Request for Proposal (RFP) #: APPAAA/ADRC 2015-1 – Spartanburg County CoA, the following proposal is submitted.

Service(s); Home Delivered Meals, Group Dining, Group Dining Transportation, Evidenced Based Health Promotion

The term of any Contract(s) resulting from this RFP shall be for the period beginning April 4, 2016, and continuing through June 30, 2017. All budgetary and unit cost information should be based on the time period referenced above.

CERTIFICATION: I certify that the information contained in this proposal, fairly represents this entity and its operating plans and budget necessary to conduct the proposed provision of In-Home and Community Based Services for the Elderly under Title III of the Older Americans Act and South Carolina State-Funded Programs of the State Unit on Aging described herein. I acknowledge that I have read and understand the requirements of the Request for Proposal (RFP) and that this entity is prepared to implement the proposed services as described herein. I further certify that I am authorized to sign this proposal and any contractual agreement emanating therefore on behalf of the entity submitting the proposal. This PROPOSAL is firm for a period of at least ninety (90) calendar days from the closing date form submission, which is January 6, 2016.



Signature of Signatory Official (in Blue Ink)

January 5, 2016

Kristy Caradori

Executive Director/Vice President

Spartanburg Regional Foundation

57-0937166

6.3 Contract Terms and Conditions

My signature below certifies that, with the exception, if applicable, of the requirement(s) specifically identified below, I have read, understand, and agree to comply with and be bound by each of the Standard Contract Terms and Conditions found in Appendix A of this RFP. I understand that these are standard AAA requirements that will become part of any contract(s) awarded pursuant to this RFP and that failure, at any time, to certify and/or maintain compliance may result in termination of any contract. I understand that additional service-specific requirements regarding the provision of services must also be met. I further certify that I am authorized to sign this proposal and any contractual agreement resulting therefore on behalf of the entity submitting the proposal.



Signature of Signatory Official (in Blue Ink)

January 5, 2016

Kristy Caradori

Executive Director/Vice President

Spartanburg Regional Foundation

57-0937166

6.4 Non-Collusion

As an authorized representative of Spartanburg Regional Foundation, hereafter referred to as "we" or "our," my signature below certifies:

1. That we have submitted the enclosed offer and that we are fully informed regarding the preparation and contents of the offer and of the requirements for providing the services being procured through this RFP;
2. That none of our officers, partners, owners, agents, representatives, employees or parties in interest, including the undersigned, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other offeror, firm or person to submit a collusive or sham offer or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage in connection with any contract that may be awarded to any offeror responding to this solicitation;
3. That none of our officers, partners, owners, agents, representatives, employees or parties in interest, including the undersigned, has sought through any collusion, conspiracy, connivance or unlawful agreement to have any other party refrain from making an offer of their choosing or to limit any such offer to specific geographic locations or scope of services;
4. That the offer submitted herewith is not tainted by a collusion, conspiracy, connivance or unlawful agreement on the part of any of our officers, partners, owners, agents, representatives, employees or parties in interest, including the undersigned.



Signature of Signatory Official (in Blue Ink)

January 5, 2016

Kristy Caradori

Executive Director/Vice President

Spartanburg Regional Foundation

RFP # APPAAA/ADRC 2015-1 --
Spartanburg County CoA

6.5 Proposed Services and Price

Spartanburg Regional Foundation

Identify the service(s) and the applicable counties that you are offering to provide by placing "YES" in the appropriate cell(s).

Service	Anderson County	Cherokee County	Greenville County	Oconee County	Pickens County	Spartanburg County
Home Delivered Meals	X	X	x	X	x	YES
Group Dining	X	X	x	X	x	YES
Group Dining Transportation	X	X	x	X	x	YES
Assessments	X	X	x	X	x	YES
Evidence Based Health Promotion	X	X	x	X	x	YES

Service	Anderson County	Cherokee County	Greenville County	Oconee County	Pickens County	Spartanburg County
Home Delivered Meals	X	X	x	X	x	\$175,694
Group Dining	X	X	x	X	x	\$272,451
Group Dining Transportation	X	X	x	X	x	\$232,202
Assessments	X	X	x	X	x	\$137,975
Evidence Based Health Promotion	X	X	x	X	x	\$39,182

Note: Dollar amounts entered above represent the Total Operating Budget from the Budget and Unit Cost Calculation spreadsheet.

6.6 Executive Summary

Spartanburg Regional Foundation's purpose is to: "...invest in organizations and hospital departments that are committed to the health and wellness needs of Upstate residents..." Maintaining and improving services to Spartanburg seniors certainly fits within this stated purpose.

Following the closure of Senior Centers of Spartanburg in 2015, several community foundations joined with the Spartanburg County Parks and Recreation Department to explore options. In late 2015, the Spartanburg Regional Foundation Board of Directors approved a request –made by a number of community agencies - for the Regional Foundation to play a transitional role designed to:

- Return senior wellness services/congregate dining/transportation at least to the level they were when Senior Centers of Spartanburg closed. These service levels were:
 - T.W. Edwards Center (Pacolet) – dining and transportation 5 days per week
 - Woodruff Leisure Center – dining and transportation 3 days per week
 - Timken Community Center (Cowpens) – 2 days per week. Timken's dining services are provided by Senior Centers of Cherokee County, using food acquired from Senior Catering. However, food service and the wellness services associated with the program are provided by the Spartanburg County Parks and Recreation Department, which receives no revenue from the operation.
 - City of Spartanburg's Northwest Community Center - 5 days per week. The County Parks Department and the City of Spartanburg's Parks and Recreation Department work together on many recreation programs and the City has indicated their willingness to allow the County Parks Department to provide senior wellness services at the Northwest Community Center.
 - For purposes of this RFP proposal, the Foundation has assumed that services at the above four centers can gradually be expanded during the grant period, given ongoing promotion and availability of transportation. Therefore the budget for this RFP assumes that all four centers will operate five days per week (except for approved holidays), at least four hours per day, with an average of 25 participants for each center.
- Cooperate with other community funding agencies to raise the funds necessary to provide the local cash/equivalent match.
- Transition the Senior Wellness initiative collaborative partnership to a senior wellness task force to provide program oversight, evaluation and recommendations for sustainable operation of senior wellness services past June 30, 2017. The task

force will consist of agency representatives having knowledge of and an interest in improvement of senior wellness services.

- Contract with a PT Project Director for the grant period to provide staff support to the program advisory task force as well as administering service delivery contracts and other duties. A total of \$35,000 is allocated for this position during the grant period.
- Task the Foundation’s Senior Director of Operations with project oversight and quality control.
- Contract with community partners to provide day to day service provision, including:
 - The Spartanburg County Parks Department for Group Dining Services and Evidence Based Health Promotion. (www.spartanburgparks.org)
 - Mobile Meals of Spartanburg for delivery of meals to frail and home-bound customers. www.mobile-meals.org
 - Spartanburg Country Transportation Services Bureau (TSB) for transportation to provide transport to eligible activities. <http://sp.spartanburgregional.com/Pages/Transportation.aspx>
- Before the end of the grant period, the Spartanburg Regional Foundation, with the assistance of the proposed senior wellness task force and the S.C. Appalachian Council of Governments, will evaluate the success of this partnership and make recommendations for sustainable senior wellness services in Spartanburg County going forward.

Proposal Purpose

For brevity and consistency, the proposal uses the term “senior” throughout, realizing that the word “senior,” within America’s youth-focused culture, is sometimes viewed as a negative term. Senior may have been an accurate and praiseworthy descriptive term when President Lyndon Johnson signed the “Older Americans Act.” However, today’s “seniors” are living longer and tend to be mentally and physically active for a longer period of time. Agencies across the nation have struggled with how to brand their agencies and services in a descriptive, but non-pejorative way. Community services evolve over time, in response to expanding needs, population changes, political philosophies and economic realities.

The purpose of this proposal is to describe a partnership to deliver services that embraces and responds to the evolution of Spartanburg County’s growing population of senior adults. While the proposal is quite specific, and is entirely responsive to **RFP APPAAA/ADRC 2015-1 – Spartanburg Co. CoA**, the vision that underlies the proposal goes far beyond the provision of

certain Federal- and State-funded services to persons aged 60 and over, who meet certain income and demographic criteria.

Indeed, this proposal advocates further progress towards the goals identified in Spartanburg’s “Senior Wellness Initiative,” a months-long community conversation, organized by the Spartanburg County Foundation, about the challenges and opportunities represented by the so-called “Silver Tsunami” also known as the “Baby Boom Generation.” The final report of this Initiative, issued in October 2014, called for Spartanburg to position itself as an “Age-Friendly Community.” The Senior Wellness Initiative and the recent results of it are described below.

With respect to the program services addressed in this grant, the RFP appears to give priority to group dining, home delivered meals, and transportation. However, by integrating these services into other Parks Department senior activities, it is believed that more attention can be given to Evidence-Based Health Promotion.

6.7 Organizational Capacity

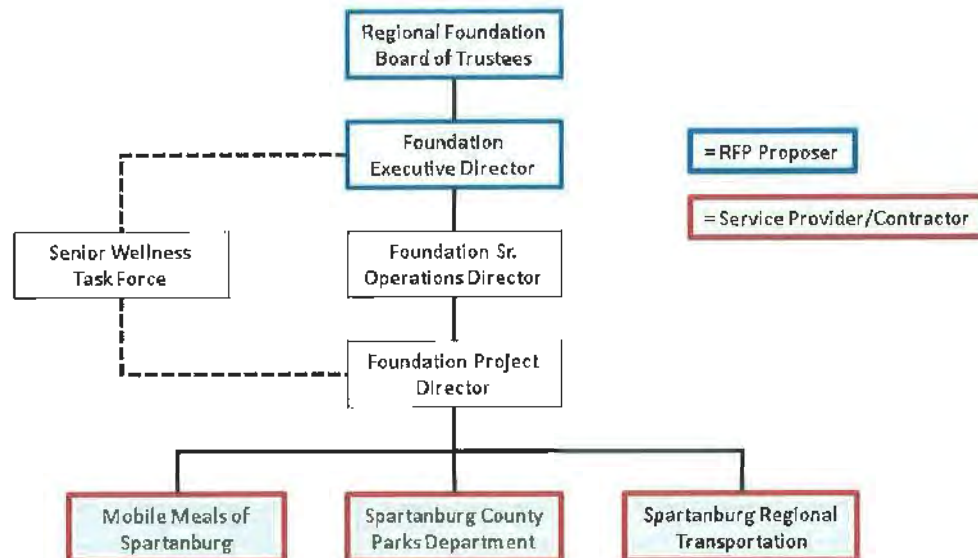
The Spartanburg Regional Foundation is a department of the Spartanburg Regional Health System and is also a 501(c) (3) charitable organization. The Foundation’s **mission** is to create a community of giving for life and its **purpose** is to invest in organizations and hospital departments that are committed to the health and wellness needs of Upstate residents. The hospital system and grantees are our partners and it is through our partnership that our mutual goals in healthcare are realized. Grants allow the Foundation to fund projects at Spartanburg Regional Health System (SRHS) and to address health and wellness needs of Upstate residents. Spartanburg Regional Foundation offers grant assistance to programs that are clearly health-related and fall within the Spartanburg Regional Service Area(s) (Spartanburg County, SC; Cherokee County, SC; and Union County, SC). While the Foundation is primarily a health system foundation, funds are available to community organizations committed to the health and wellness needs of Upstate residents.

Spartanburg Regional Foundation Board of Trustees

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Organization Chart



Organization Chart Explanation

The **Foundation Board of Trustees** will receive routine progress reports of the program from the Executive Director/Vice President.

The **Executive Director/Vice President** will supervise the Foundation Contract Administrator and will serve as a member of the Senior Wellness Services Task Force.

The **Senior Wellness Task Force** will provide program oversight, evaluation and recommendations for sustainable operation of senior wellness services past June 30, 2017. The project advisory committee will consist of agency representatives having knowledge of and an interest in improvement of senior wellness services.

The **Foundation Senior Operations Director** will monitor and evaluate the contractors in order to provide quality management services. These quality management services are further described in Section 6.9

Service Model

The Foundation has no direct operational experience in providing services to seniors, though the Spartanburg Regional Healthcare System has a number of well-regarded programs intended

to improve the health and quality of life for seniors. For this Senior Wellness Program, the Foundation will partner with three experienced providers for delivery of the services. From a financial perspective, the SC ACOG should be reassured that the Foundation is a financially competent organization which is part of a large medical conglomerate. The Foundation is audited annually and has considerable experience with oversight of grantees and contractors.

Home Delivered Meals: Mobile Meals of Spartanburg will deliver meals, purchased through Senior Catering, to frail and home-bound individuals. Each weekday approximately 150 generous members of the Spartanburg community dedicate their time to deliver a nutritious, hot meal to approximately 1,500 of Spartanburg's frail and homebound neighbors throughout Spartanburg County. Mobile Meals will provide delivery services at no charge and will be budgeted as an in-kind service. Eligibility assessments for home delivered meal service will be provided by the Spartanburg County Parks Department.

Group Dining Transportation: Spartanburg Regional Transportation Services Bureau (TBS), an arm of the Spartanburg Regional Healthcare System, provided Transportation Services to Senior Centers of Spartanburg for upwards of 25 years. Spartanburg Regional's transportation system is recognized as one of the best transit organizations in the country. In fact, Spartanburg Regional is the only healthcare system in the United States that maintains a mass transit system and has medical personnel as drivers.

Spartanburg Regional has managed the county's transportation system since 1987. The results have been increased services and increased cost efficiencies through consolidation of services. In one year, the system increased the number of trips provided to the public from 11,000 to more than 100,000.

Anyone in Spartanburg County can access the system, which provides transportation to jobs, job training sites and healthcare facilities. Vehicles are also available to provide transportation for the disabled.

Services will include transport to group dining sites for those who need such transportation as well as transportation for eligible activities.

Group Dining and Evidence-Based Health Promotion. For these services, the Foundation has partnered with the Spartanburg County Parks Department. Parks and recreation departments typically operate community centers where senior programs can be hosted. The Spartanburg County Parks Department has:

- Provided senior wellness services such as senior day trips, social activities and exercise programs for many years.
- Assisted Senior Centers of Spartanburg and Senior Centers of Cherokee in service provision.

Recently, the Parks Department has expanded the scope of its services as a result of the Senior Wellness Initiative. This forward-thinking project and recent results from it are covered below.

From a financial perspective, the County Parks Department is a financially competent organization which is part of County government. Spartanburg County government has an internal audit staff and strong financial controls. The County has received awards for budgeting and financial reporting for more than twenty years. The County is audited annually. The County's most recent audit was free of qualifications.

The County Parks Department makes heavy use of technology. Its workforce is composed of a number of young and technically-savvy individuals. The department's computer operations are supported by the County Information Technology department. Data input through the AIM software will not prove to be a challenge. Some Parks Department staffers have experience with the AIM software.

From a business continuity perspective the County Parks Department operating as a part of the Spartanburg County government is invaluable. County departments receive advance notice of emerging weather issues from the County Emergency Preparedness Office. The department intends to stock shelf-stable foods, purchased from Senior Catering that can be made available to customers.

Another advantage of the County Parks Department is its relatively large size. First, the department uses more than 100 part-time hourly employees each year. In the event that a Site Coordinator is ill or leaves employment, the Parks Department has the ability to quickly backfill for that vacancy. Second, each community center also includes a full-time Recreation Coordinator who manages the center. The Recreation Coordinators, most of whom are degreed and certified recreation professionals, will assist the Site Coordinators in program delivery, as needed.

About the Senior Wellness Initiative

The Senior Wellness Initiative was undertaken in response to a demographic trend that will have substantial implications for Spartanburg County, as well as communities across the country: the aging of the "Baby Boom" generation. The Baby Boom generation is the term used for persons born during the period 1945 – 1964. The youngest of the Baby Boomers reached age 50 in 2014. It is estimated that in ten years more than 25% of Spartanburg County residents will be age 65 or older.

The Senior Wellness Initiative was intended to help equip Spartanburg County to deal with the challenges and take advantage of the opportunities presented by the Baby Boom generation and the fact that all seniors, regardless of generation are living longer and more active lives.

The Senior Wellness Initiative was coordinated through the Spartanburg County Foundation, who contracted with Dr. Linda Salane, a community organizational development consultant to coordinate the "community conversation". A Steering Committee and Partnership Team guided the process, which included representation from foundations, The United Way, hospitals, the library system, arts organizations, health promotion agencies, County and

municipal governments, universities, the housing authority and Senior Centers of Spartanburg County, Inc. The committee adopted a Mission and Vision Statement:

Mission: To involve local governments, institutions of higher education, non-profit and business leaders in the Spartanburg community in a focused initiative to (1) replicate the VSP model in Spartanburg County Parks Department facilities, (2) identify and meet emerging needs of the 50+ generation and (3) develop a coalition of 50+ generation leaders to serve as consultants to and volunteers at the newly-formed VSP sites. (Note: VSP is a mark of excellence intended to mean both Very Special People and Very Special Places)

Vision: Spartanburg County will retain and attract retirees with an integrated system of service and active involvement in identifying, designing programs for and providing information to meet the changing needs of new and current seniors.

The Senior Wellness Initiative began with several foundations on which to build, including:

- The VSP Club in Chesnee, recognized by the Lieutenant Governor's Office on Aging as a model of excellence, had more than a decade of documented success.
- Spartanburg County Council's agreement to use community centers managed by the Spartanburg County Parks Department for improved services to seniors.
- County wide human services agencies that provide services to seniors, collaboratively.

The Initiative created a Center Certification Standard for age friendly community centers. The VSP standard, as it came to be known, calls for community centers that:

- Provide nutritional meals in a group dining setting as well as education on healthy meal preparation.
- Promote total personal wellness, including physical, emotional, spiritual, health, recreational, social, educational, volunteer engagement, travel and fun.
- Provide a comfortable physical space for social interaction and opportunities to be active and engaged in the community regardless of age.
- Are guided by an Advisory Committee of local citizens who recommend programs of interest, use their networks to generate excitement and identify volunteers to deliver programs. The VSP model does not dictate program content, recognizing that the 50+ generation wants to have a "say" in what programs are offered and desire to be involved in quality programs.

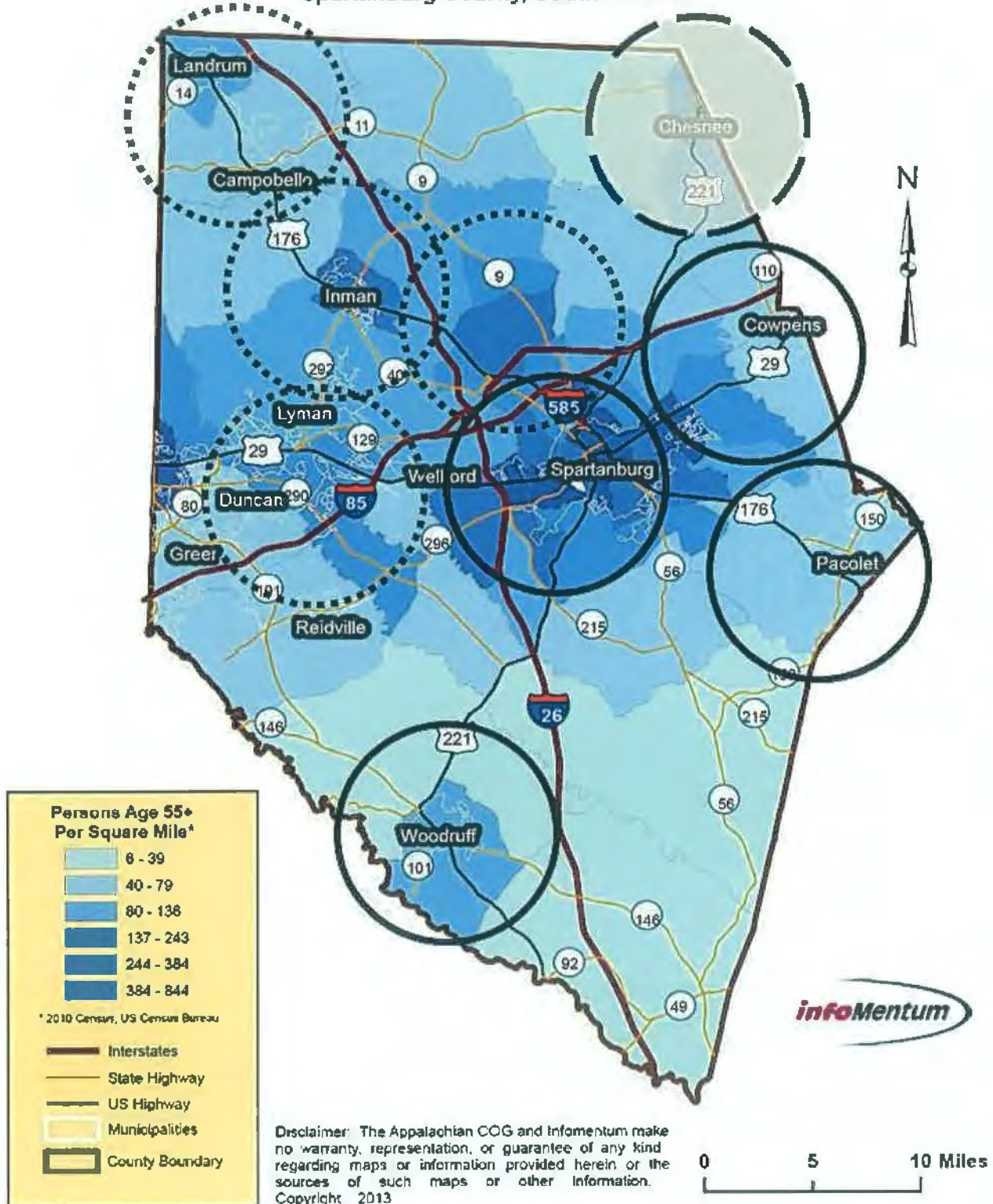
- Have programs provided by local talent on a volunteer basis, recreation professionals in the Parks Department, partner organizations or, on a limited basis, contractors.
- Are assisted by a part-time Site Coordinator at each center, led by and networked through a senior employee of the Spartanburg County Parks Department, who serves as the Program Coordinator.

Initially, the VSP standard was implemented at the Chesnee Community Center, where the concept was born. When the new Timken Community Center was completed, the City of Cowpens contracted with Spartanburg County to operate the facility as a VSP community center. When the new Pacolet Village Center is completed, the VSP standard will be employed there, under management of Spartanburg County. Renovation of the Woodruff Leisure Center (owned by the City of Woodruff and managed by Spartanburg County) will proceed when funding is available. Other centers will be needed in the future and will be completed as funding becomes available.

On the next page is a map of Spartanburg County showing County senior population density as well as current and tentative locations for VSP community centers.

- The four centers circled in solid black lines (5 mile radius) are those which currently exist and are addressed by this proposal.
- The Chesnee Community Center, circled in a dashed black line, already exists, but is not included in this proposal.
- The dotted line circles represent areas where centers could be located in the future. Discussion on developing two of these centers is already underway.

2010 Density of Population Age 55+ Spartanburg County, South Carolina



Following the completion of the Senior Wellness Initiative, the Spartanburg County Council, County Administration and the Spartanburg County Parks Department readily adopted the new philosophy and began putting it into action. Achievements included:

- Hired a Program Coordinator.
- Developed Advisory Committees in the Timken and Cowpens Community Centers.
- Developed a resource database of services for Spartanburg County seniors and published the database on the new Spartanburg County Parks Department website (spartanburgparks.org) with links to websites of appropriate service providers.
- Began using non-traditional venues, like conference centers and meeting rooms at sports parks, as well as churches and businesses, as program venues, while continuing to manage its community centers.
- Embraced the concept of multi-use/multi-generational parks and installed fitness improvements such as outdoor exercise equipment (currently in five parks) and in-park fitness trails (nearly 5 miles completed, at this writing).
- The increased attention to senior programs is demonstrated in the Parks Department program results:
 - The number of citizens who've requested the monthly Senior Wellness program guide (delivered by mail and email) increased by 165%.
 - The participant-driven "Daytrippers" recreational travel program has doubled in size.
 - A number of regular programs have been added, such as outdoor fitness programs, FFF (Food/Fun/Friends) Dining Club, pickle ball and senior softball as well as art, sports and dance instruction, Fourth Friday Dance Nights, Senior Enrichment Day (a multi-agency education and networking conference, drawing 263 exhibitors, speakers and participants) and the Spartanburg Area Senior Sports Classic.
 - Total customer program hours grew more than 27% in one year, from approximately 55,000 to more than 70,000 hours.
 - Utilization of volunteers has also grown, both in number of volunteer hours and locations where they are employed. Volunteers serve in the community centers, the Parks Department office, at special events, with youth recreation, and at partner locations.
 - One of the Parks Department's greatest achievements is the promotion of partnerships. When Spartanburg County began work on this initiative, the

County had one partner: Senior Centers of Spartanburg County. The number of partnerships is now approaching 100 agencies and organizations. The partnerships take many forms, ranging from sharing information, providing classes/programs for one another, collaborating on a class/program/service, promoting each other and cooperatively marketing to 50+ audiences, etc. Partners include hospitals, educational institutions, private business, nonprofits, senior living facilities, other parks and recreation agencies, municipalities, school districts, State and Federal programs/agencies, and others.

The success of Spartanburg County and its Parks Department in implementing the recommendations of the Senior Wellness Initiative have been twice recognized: first by winning the prestigious Barrett Lawrimore Regional Cooperation Award from the S.C. Association of Counties and second, by a Program Excellence Award from the S.C. Recreation and Parks Association.

Resumes of Key Personnel

Resumes are attached for the following key personnel (Appendix I):

- **Kristy Caradori**, Spartanburg Regional Foundation Executive Director/Vice President
- **Jane Ovenden**, Spartanburg Regional Foundation Senior Director of Operations,
- **Kristie Oliver**, Spartanburg Parks Department Recreation Coordinator II, aka “Program Coordinator” for the Senior Wellness Services Program
- **Bates McKinney**, Spartanburg County Parks Department Recreation Site Coordinator II, aka “Assistant Program Coordinator”

Written Procedures for Grant Related Income/Cost Share Funds

The financial management systems used by the Foundation and its contractors shall provide the following:

- Accurate, current and complete disclosure of the financial results of each SCACOG-funded program, project or service in accordance with prescribed reporting requirements.
- Records that identify adequately the source and application of funds for SCACOG-funded activities. These records shall contain information pertaining to SCACOG awards, authorizations, obligations, unobligated balances, assets, outlays, income and interest.
- Effective control over and accountability for all funds, property and other assets. The Foundation and its contractors shall adequately safeguard all such assets and assure they are used solely for authorized purposes.

- Comparison of outlays with budget amounts for each award. Whenever appropriate, financial information should be related to performance and unit cost data.
- Written procedures for determining the reasonableness, allocation and appropriateness of costs in accordance with the provisions of the applicable Federal cost principles and the terms and conditions of the award.
- Accounting records including cost accounting records that are supported by source documentation.

Business References

Gosnell Menard Robinson & Infante, CPA's PA

Bill Robinson
180 Alabama Street
PO Box 1726
Spartanburg, SC 29304
864-573-9211

Capital Bank

Susan Gustafson
215 North Pine Street
Spartanburg, SC 29302
864-948-9001

JP Morgan

Stephen Price
3475 Piedmont Road, NE Floor 18
Atlanta, GA 30305
404-926-2620

Letters of Support

Letters of support are attached (Appendix II).

6.8 Financial Management and Strength

Spartanburg Regional Foundation is audited annually. The most recent audit report and report to the board of directors are attached (along with a letter of financial support). (Appendix III)

6.9 Quality Management

After the award is made, using Generally Accepted Accounting Principles and tested Internal Control methodologies, the Foundation Contract Administrator, who is also a Certified Public Accountant, will work with the SCACOG staff to determine appropriate quality assurance procedures, consistent with guidance from the Lieutenant Governor's Office on Aging.

Once these procedures have been finalized, contractors will be trained in the procedures. The Contract Administrator will develop an audit plan for approval of the Executive Director. Once the audit plan is approved, the Contract Administrator will make scheduled and surprise inspections to determine if quality standards are being met. Issues found during monitoring will be brought to the attention of the appropriate contractor for correction. Corrective action taken will be documented and maintained in a file for inspection.

Services Proposed

Evidence Based Health Promotion (HP)

7.10 HP Staffing

Staffing for this function will primarily be provided by the Program Coordinator, Kristie Oliver, who already works with the Parks Department. The value of Ms. Oliver's service will be contributed to the program as a cash equivalent match.

Ms. Bates McKinney, Assistant Program Coordinator, will also be involved in the design and implementation of the HP activity.

Resumes of both individuals are included in a prior section.

Group Dining Site Coordinators will also be involved in the HP program implementation.

7.11 HP Experience

Both Ms. Oliver and Ms. McKinney have a wealth of experience in activity and health promotion, primarily in assisted living and long-term care facilities.

While working at the Parks Department, both have been involved in the development of senior wellness partnerships with other agencies, such as the Spartanburg Regional Health System, AARP and others. They are in discussions with the Middle Tyger Community Center and the Boiling Springs Community Park, about providing programs in those locations. They also

coordinate ongoing programs such as the Daytrippers senior trips program, senior softball, pickle ball and Silver Sneakers. They recently organized the Spartanburg Senior Games and helped to coordinate the monthly Seniors Take Charge program.

With regard to Group Dining Site Coordinator experience, it is the Parks Department's intention to recruit experienced persons who were displaced by the dissolution of Senior Centers of Spartanburg.

7.12 HP Service Delivery Plan

Wellness is defined as "the quality or state of being healthy in body and mind, especially as the result of deliberate effort."

Evidence-Based Programs (EBPs) are shown to be effective at helping participants adopt healthy behaviors, improve their health status, and reduce their use of hospital services and emergency room visits. Older adults are disproportionately affected by chronic disease. EBPs can mitigate the negative impact of chronic diseases and related injuries, such as falls. EBPs empower older adults to take control of their health by maintaining a healthy lifestyle through increased self-efficacy and self-management.

Since fall prevention is a high priority for helping seniors stay in their homes as long as possible, the Health Promotion activity will feature the program "A Matter of Balance." Many seniors experience fear of falling and so restrict their activities. "A Matter of Balance: Managing Concerns About Falls" emphasizes practical strategies to reduce this fear to increase activity levels. Participants learn to view falls and fear of falling as controllable; to set realistic goals to increase activity; to change their environment to reduce fall risk factors and to exercise to increase strength and balance.

In addition - particularly for customers who receive home-delivered meals and who are especially threatened by loneliness; being disconnected from other people - the Parks Department intends to further investigate implementation of an anti-depression program for seniors. One promising program is "Healthy IDEAS," an evidence-based program that integrates depression awareness and management into existing case management services provided to older adults. "Healthy IDEAS" promises to improve quality of life by:

- Screening for symptoms of depression and assessing their severity
- Educating older adults and caregivers about depression
- Linking older adults to primary care and mental health providers
- Empowering older adults to manage their depression through a behavioral activation approach that encourages involvement in meaningful activities

For purposes of this RFP response and the associated budget, we are assuming that the Spartanburg County Parks Department will provide Evidence-Based Health Promotion to approximately 70% of the Group Dining customers and would offer the programs at each of the four GDS sites.

7.13 HP Community Involvement/Expansion of Services

Developing a quality Group Dining and Health Promotion program and then promoting it will do much to build participation among grant-funded customers as well as other citizens.

One way to expand interest is to open the Parks Department's popular Daytripper program to a defined number of customers who benefit from the grant funds addressed by this proposal. Currently, trip prices are set at cost. Participants journey to the NASCAR museum, to the Grove Park Inn gingerbread house show and many other places, riding on buses owned by Spartanburg County.

Last year, the Parks Department tried a new methodology for their Summer Camp program. Previously, the Department had a free Summer Camp program for children as well as a fee-based Summer Camp program. This year, the Parks Department ended the free program, increased rates for the Summer Camp program, and provided scholarships to the Summer Camp program to low income children. The result: avoidance of the perception of disparity in the quality of the programming, greater participation, and more revenue. We believe a similar model can be applied to the Daytripper program.

The Program Coordinator and Assistant Program Coordinator will train Site Coordinators in the availability of senior resources available in Spartanburg so that the Site Coordinators can provide information and referral to their customers.

The Senior Wellness and Evidence Based Health Promotion program will be promoted in several ways:

- On the Parks Department website.
- On a monthly calendar that is mailed by email and regular mail to those who wish to receive it.
- Churches, clubs and organizations within a five mile radius of each community center will also be contacted to help publicize the program to their members using a brochure.
- Of course, the best advertising will be by word of mouth, among people who experience a program and then tell their friends.

The Program Coordinator will be assisted in program promotion by the Parks Department's Development/Public Relations Coordinator and Graphic Designer/Webmaster.

Group Dining Services (GDS)

7.3 GDS Staffing

The staffing required for the program is as follows:

- **Assistant Program Coordinator:** This function will be filled by Bates McKinney, a PT member of the Parks Department staff who will begin working 40 hours per week, or FT. Her salary will be funded by the grant funds. Ms. McKinney will provide training in program procedures to the Site Coordinators, assist customers and the Site Coordinators in completing assessments, and secure or provide some educational programs. (Ms. McKinney is an Adjunct Professor at USC-Upstate.)
- **Administrative Assistant:** This position will be located, along with the Program Coordinator and Assistant Program, in the County Community Services Building on Fairforest Road. Functions of this position include: review of the program eligibility forms, record keeping, accounting and requesting reimbursement for grant funds expended, records management and security, data entry into the AIM system and answering the telephone to provide information on the dining and wellness program as well as information and referral on programs that benefit Spartanburg seniors. The Administrative Assistant will also provide a single point of contact for Spartanburg Regional Transportation. Our intent is to recruit one of the employees laid off as a result of the dissolution of Senior Centers of Spartanburg into this position.
- **Site Coordinators:** One of these positions will be located in each of the four Community Centers. The Site Coordinators will work with customers to fill out forms needed to establish program eligibility and will transmit the forms to the Administrative Assistant, described above.

The Site Coordinators will coordinate food service for group dining and will deliver or coordinate the wellness programs planned by the Program Coordinator. The Site Coordinators will document participation in meals and other activities and will collect and account for donated funds or payments by people who do not qualify for the subsidized meals.

Site Coordinators will be part-time hourly employees, limited to no more than 129 hours per month. In addition to the four-hour dining and wellness programs, the Site

Coordinators will set up and clean up after the programs are concluded. They will also attend training and planning meetings at the discretion of the Program Coordinator and/or Assistant Program Coordinator.

Site Coordinators will be encouraged to develop close relationships with customers, to better know their needs. Site Coordinators will, on a weekly basis, compile transportation needs from customers, for transfer to the Administrative Assistant, who will consolidate the requests and send to the Regional Transportation Service.

Site Coordinators will be required to call "their customers" when they don't attend, to see if they are OK, to demonstrate caring and to reduce "no shows" for transportation.

7.4 GDS Experience

Where possible, employees laid off as a result of the dissolution of Senior Centers of Spartanburg will be recruited into these positions. Current Parks Department employees already familiar with the congregate meal program may also wish to apply for these positions.

7.5 GDS Service Delivery Plan

Services will be delivered according to the guidelines of the grant program. Food will be procured through Senior Catering. Over time, we plan to expand food and wellness services at all four locations and evaluate the demand for congregate dining opportunities at new sites.

Critical to the Parks Department's approach is the belief that a free or low cost meal plus activities and exercise classes will do little good if customers are not drawn into the community centers.

In addition to the standard assessment form, Ms. Oliver will develop a survey instrument that will be administered to each customer, with the intent of discovering physical capabilities and customer interests. Using this information, and with the advice of the Advisory Committee at each community center, Ms. Oliver will design a menu of options that emphasize mental stimulation, socialization and fun.

The options will be scheduled depending on customer interest and might include social events, enhanced physical fitness, crafts, community volunteer service periodic outings to local points of interest, lectures on subjects of interest and demonstrations on healthy lifestyle practices. Simple health screenings, such as blood pressure checks, will also be included.

Some funding to assist with the purchase of materials and services is included in the budget. However, many of the activities may be coordinated by the seniors themselves, by volunteers, by Parks Department employees or by representatives of partner agencies.

7.6 GDS Community Involvement/Expansion of Services

A total of 382 meals were served Dec. 7-11, 2015, to three sites: Northwest (Mon-Fri), Pacolet (Mon-Fri) and Woodruff (Mon, Wed, Fri). The intent is to gradually build up to serving 25 meals per day, five days per week and each of four centers. This equates to a goal of serving 600 meals per week.

The Senior Wellness program and congregate dining will be promoted in several ways:

- On the Parks Department website.
- On a monthly calendar that is mailed by email and regular mail to those who wish to receive it.
- Churches, clubs and organizations within a five mile radius of each community center will also be contacted to help publicize the program to their members using a brochure.
- Of course, the best advertising will be by word of mouth, among people who experience a program and then tell their friends.

The Program Coordinator will be assisted in program promotion by the Parks Department's Development/Public Relations Coordinator and Graphic Designer/Webmaster.

Home Delivered Meals (HDM)

7.16 HDM Staffing

Mobile Meals of Spartanburg has a small staff and volunteers to prepare meals and approximately 150 volunteers per day deliver meals to frail and home-bound persons. Senior Centers of Spartanburg home delivered meals program had only 85 participants. By partnering with Mobile Meals and making use of their vast volunteer infrastructure, we have greater opportunity to reach those who can benefit from this program.

7.17 HDM Experience

Mobile Meals began in 1977. Mobile Meals is much more than a meal. Mobile Meals delivers love, compassion and hope to those in need. Their ministry includes meal delivery, case management and a lay pastor. Mobile Meals employs a food production staff of 6 and an administrative staff that includes a director of volunteer services.

Currently, Mobile Meals prepares and delivers between 1300 and 1800 meals daily and has the capacity to prepare and distribute the 200 meals which are part of this proposal.

7.18 HDM Service Delivery Plan

Home meal delivery will be promoted through area pastors and at the congregate meal sites. Interested people will be encouraged to call the Administrative Assistant. Contact information will be transferred to Mobile Meals. The Administrative Assistant or a representative of the assistant will meet with the potential customer to complete the assessment to determine eligibility. If the interested person is eligible, Mobile Meals will be notified. They will order meals from Senior Catering and then document delivery. Forms documenting delivery will be transferred to the Administrative Assistant to file for payment to Senior Catering.

All Mobile Meals services will be provided on a volunteer basis.

For purposes of this RFP response and the associated budget, we are assuming that Mobile Meals will deliver 200 meals per day for each of the 314 serving days of the grant period. The hourly rate for the value of volunteers is \$23.07, based on calculations from the Corporation for National and Community Service.

7.19 HDM Community Involvement/Expansion of Services

Senior Centers of Spartanburg had 85 home-delivered meal customers in 2015. The intent is to gradually increase the number of meals served to 200 per day for each serving day of the grant period.

The Mobile Meals staff includes a Director of Outreach who is able to promote meal delivery and assist customers with connections to other needed services.

Transportation (TRN)

7.28 TRN Staffing

Spartanburg Regional's transportation system is recognized as one of the best transit organizations in the country. In fact, Spartanburg Regional is the only healthcare system in the United States that maintains a mass transit system. All drivers are medical-affiliated personnel who receive basic first aid training, CPT, and PASS training (passenger assistance training as well as Defensive Driving Certification).

Spartanburg Regional has managed the county's transportation system since 1987. The results have been increased services and increased cost efficiencies through consolidation of services. In one year, the system increased the number of trips provided to the public from 11,000 to more than 100,000.

Anyone in Spartanburg County can access the system, which provides transportation to jobs, job training sites and healthcare facilities. Vehicles are also available to provide transportation for the disabled.

7.29 TRN Experience

The Regional Transportation Service Bureau has provided Transportation Services to seniors for nearly 25 years and in 2014, provided an average of 1809 trips each month.

7.30 TRN Service Delivery Plan

Operationally the Regional Transportation System uses six wheelchair-equipped cutaway buses to provide services five days a week. The Administrative Assistant will serve as the single point of contact for requesting transportation services, having received the service requests from the Site Coordinators. The Administrative Assistant is billed monthly listing the clients transported, including date of service, mileage charges and no-show information.

For purposes of this RFP response and the associated budget, we are assuming that Spartanburg Regional Transportation will provide services for 117,000 "actual distance miles." Spartanburg Regional Transportation charges by the "actual distance mile," which is the distance from the client's residence directly to the facility. The rate per mile is \$1.57.

7.31 TRN Community Involvement/Expansion of Service

The service level used for the budget is the number of miles driven in 2014, 112,000. The number of miles of service provided in 2015 was curtailed to save money. However, this proposal assumes greater promotion of the service and fewer "no-shows."

Spartanburg Regional Transportation is positioned to offer qualifying recipients transportation for needs outside the congregate dining transportation through their Dial-A-Ride service.

Budget Information

8.1 Budget and Unit Cost Calculation Spreadsheet

Appendix I

Resumes of Key Personnel

KRISTY CARADORI

747 Otis Boulevard, Spartanburg, SC 29302

kcaradori@srhs.com; (864)560-6727

I am a skilled leader with experience in health systems, universities, and nonprofits. Areas of expertise include:

- Fund Development
- Campaigns
- Coalition Building
- Community Relations
- Team Building
- Strategic Vision
- Financial Management
- General Administration

EXPERIENCE

Spartanburg Regional Foundation, *Spartanburg, SC*

Executive Director, Foundation; Vice President, Healthcare System, May 2013-current

- Oversee \$38 million foundation and a team of 14 with the goal to improve the health and wellness of our community and support the needs of our healthcare system.
- Manage daily operations, act as lead fundraising professional, interlace with health system leadership and clinicians, and work closely with the governing board and advisory boards comprised of community leaders and donors.
- Over the past 30 months, our team has initiated new best practice efforts, launched a significant fundraising campaign, increased annual giving, improved stewardship practices, developed new corporate partners, and increased communications.

Children's Home Society of North Carolina, *Greensboro, NC*

Vice President of Development & Marketing, September 2011- April 2013

- Responsible for leading a team of ten development and marketing professionals at a statewide adoption and foster care organization with an annual budget of \$18M.
- Grew inclusive, supportive, team-focused culture with clear accountability measures and customer service goals along with important ongoing celebrations of success.
- Our team raised over \$3.5 million in private contributions in 2012 and I personally secured over \$2 million in new major gift funding during my last 18 months.

University of North Carolina at Greensboro, *Greensboro, NC*

Director of Corporate & Foundation Relations, June 2010-September 2011

- Identified, cultivated, and solicited corporate and foundation giving to the University. Established positive relationships with internal and external stakeholders.
- Raised over \$600,000 in new funds over 14 months in a post-campaign environment.
- Continue to maintain positive relationships with key corporate, foundation, and individual donors as well as UNCG colleagues and leadership after leaving to return to CHS.

University of South Alabama, *Mobile, AL, April 2006-May 2010*

Director of Hospital Grants, USA Health System, August 2007-May 2010

- Recruited from the University development department to the management team at the University Health System which included the USA Medical Center, Children's & Women's Hospital, and the Mitchell Cancer Institute. Reported to the CFO and assigned to projects throughout the organization by the CFO and CEO.
- Managed over \$37 million in federal and state grant funds. Identified, wrote, and submitted proposals; Monitored outcomes; Established positive relationships with funders; Assisted with lobbying elected officials.
- Acted as the lead on the successful Certificate of Need proposal for a \$72.6 million hospital expansion project. Coordinated the project, wrote the approved proposal, and acted as a liaison with the CON board before and during project consideration.
- Worked directly with physician leaders on management projects, grants, and research. Outcomes included winning state project bids, physician journal publications, and successful grant funding from local, regional, and federal sources.

EXPERIENCE

(continued)

University of South Alabama, *Mobile, AL, April 2006-May 2010*

Associate Director of Major Gifts, *April 2006-August 2007*

- Raised individual gifts of over \$2 million in 16 months as well as supported, authored, and/or presented additional gift proposals totaling over \$1.5 million.
- Continued to receive positive feedback and ongoing gifts from donors after moving to promoted position within the University system.

Guilford Community AIDS Partnership, *Greensboro, NC*

Executive Director, *October 2000-August 2005*

- Directed all operations of community coalition and funding organization. Managed coalition relationships, board facilitation, fundraising, and grant-making activities.
- Generated over \$2 million in new private funding within limited fundraising structure.
- Facilitated community grants process. Provided training to partner agencies and grantees.
- Successfully navigated politics of working in HIV and grew close working partnerships with the health foundation, physicians, area service providers, and funding organizations.

Children's Home Society of North Carolina, *Greensboro, NC, 1997-2000*

Director of Development & Public Relations, *February 1999-October 2000*

- Launched \$10 million capital campaign including overseeing the feasibility study, preparing all the donor systems groundwork, and initiating the campaign.
- Maintained close relationship with CEO, who recruited me to return to CHS in 2011.

Executive Director, *First Place Foster Care Program, October 1997-February 1999*

- Managed all agency operations and secured a surplus budget through fundraising.
- Facilitated agency merger with Children's Home Society in 1998.

PRIOR EXPERIENCE

- United Way of Greater High Point, *High Point, NC*
Director, High Point Volunteer Center
- United Guaranty, *Greensboro, NC*
Marketing Coordinator
- Family Guidance Center of Montgomery, *Montgomery, AL*
Communication Specialist

EDUCATION

Wake Forest University, *Winston Salem, North Carolina*

Master of Business Administration

May 2001

(*Full scholarship 1999-2001*)

University of South Alabama, *Mobile, Alabama*

Bachelor of Arts, *Magna Cum Laude*

June 1994

(*Full scholarship 1990-1994*)

OTHER

- Riley Diversity Institute Fellows Program Graduate, 2014
- Triad Health Project Board of Directors, 2011-2013
- Baldwin County Trailblazers Board of Directors Executive Committee, 2007-2010
- La Clinica de Baldwin, FQHC Board of Directors, 2007-2010
- Center for Creative Leadership Leadership Development Program Graduate, 2001

REFERENCES

Available upon request.

Jane A. Ovenden, CPA
219 Muirfield Dr
Spartanburg, SC 29306
Mobile: 864-978-3527
Email: jovenden@srhs.com

Professional Credentials:

Certified Public Accountant-License #2949 with the State of South Carolina.
Current member of the AICPA and CGMA designation holder.

Experience:

2/13/2012 to present- Senior Director of Operations, Spartanburg Regional Healthcare System Foundation:

Responsibilities and Experience: Oversee financial reporting, operating budget, grant awards cycle, donor tax communications, annual independent audit, and review Form 990 for foundation with net assets in excess of \$40M. In this position, I have overseen an operational audit, eliminated outsourced accounting services and returned all processes in-house, coordinated an RFP for investment management services and managed the asset transition, managed the transition from the cash basis to accrual basis of accounting, worked with legal counsel and the independent audit team to restate prior year financial statements, and managed a risk and internal control assessment by an outsourced internal audit provider. On an ongoing basis, provide financial reporting for three divisions and parent board – work with four board treasurers and act as liaison to Investment Committee and Audit Committee. Coordinate support and oversee provision of information to frontline fundraising team of development officers. Routinely work with hospital IT department to implement new software and upgrade existing hardware and software. Currently manage a staff of five associates.

6/8/2011 to 2/10/2012-Controller, Spartanburg Humane Society:

Responsibilities and Experience: Accounts payable, payroll and related filings, monthly and annual g/l closing and financial statement preparation. Also work directly with outside accounting firm on independent audit and preparation of Form 990. In this position, completed the installation of new general ledger, financial reporting, and payroll software systems which allowed SHS to eliminate the third party provider of these services. Managed the transition from cash to accrual basis of accounting.

1/15/08-6/15/09- Dixon Hughes, Spartanburg, SC - Tax Manager:

Responsibilities and Experience: Manage three staff accountants and prepare or review corporate, partnership, fiduciary, and individual tax returns. Review compilation of corporate and partnership financial statements. Areas of emphasis: medical practices, real estate partnerships, and individuals. From 1/15/08 until June, 2008, employed as staff accountant by local practice which merged with Dixon Hughes on 6/1/08. Following merger, promoted to tax manager in Spartanburg Dixon Hughes office. Facilitated merger of two offices involving differing software, personnel and client bases.

01/15/2005 to 4/20/2011- AARP Tax Aide Local Coordinator, Spartanburg, SC:

Volunteer Position. Responsibilities: Tax preparation for senior citizens in Spartanburg and surrounding counties. For tax seasons 2005 through 2007, managed five volunteer preparers and prepared or reviewed approximately 275 1040 tax returns each season. Handled e-filing for the majority of those returns. Conducted pre-season training for preparers.

9/01/2003 to 4/20/2004- JW Hunt & Co., Columbia, SC. Staff Accountant:

Responsibilities: Tax preparation for individuals, partnerships, non-profits and corporations. Monthly bookkeeping functions for various small businesses using Mas-90 and Quickbooks software. Prepared various quarterly and annual sales and payroll tax returns.

10/15/2001 to 9/15/2003- CMI Industries, Inc., Columbia, SC. Part-time position:

Responsibilities: Treasury functions including reconciling cash daily and monthly. Monthly posting of cash activity to the general ledger. Monthly general ledger closings and financial reporting to the President and various external agencies. Maintained weekly cash forecasts and other financial Excel spreadsheets.

1988-10/2001:

For this period of time I was out of the workforce-at home raising two sons now ages 25 and 27. I was and continue to be an active school, church, and community volunteer.

1987-1988-Hughey, Wiley, & Fortune, Laurens, SC. Staff Accountant:

Responsibilities included preparation of client tax returns, assisting with audits, financial reporting, and maintenance of clients' financial records.

1986-1987-Deloitte, Haskins, & Sells, Greenville, SC. Staff Accountant:

Responsibilities included preparation of individual, partnership, and corporate tax returns. Assisted with corporate, financial institution, and non-profit audits and reviews.

Education:

Bachelor of Arts, Wofford College. 1986.

Summa cum laude and Phi Beta Kappa graduate with a double major in Accounting and Humanities.

Other Activities:

Children's Advocacy Center board treasurer

Spartanburg Humane Society board treasurer

KRISTIE OLIVER

864.346.4931 – KRISTIE.OLIVER@SPARTANBURGPARKS.ORG

Profile

- Certified Parks and Recreation Professional (CPRP)
- Certified Activity Professional
- Experience in planning and managing small and large special events
- Experience working with individuals, corporations, non-profits, community organizations, and government agencies

Experience

Recreation Coordinator II (50+ Wellness & VSP Program)

Spartanburg County Parks Department

- Provide leadership in development of an integrated system of 50+ wellness programs, provided by or through the Spartanburg County Parks Department.
- In coordination with supervisor and utilizing guidance from Senior Wellness Initiative Committee, establish common core programs for VSP Centers; identify leaders for those programs and implement programs in coordination with part time program coordinators.
- Coordinate and staff a community advisory committee in each VSP Center. In coordination with advisory committee, develop and market distinctive VSP programs in each VSP Center in order to promote program and participant diversity and to encourage community participation.
- Coordinate and plan programs, in coordination with part time program coordinators in VSP Centers.
- Develop a system to report program participation and outcomes, in order to evaluate program impact and to continuously improve programs.
- Organize regular meetings to connect VSP Center leaders to each other and to diverse community services.
- Catalogue existing services for the 50+ population and include those services on Spartanburg County Parks Department website.

Manager, Girl Leadership Experience/ Camp Mary Elizabeth Director

Girl Scouts of South Carolina Mountains to Midlands

- Managed high quality implementation of the Girl Scout Leadership Experience (GSLE), and support the membership-growth plan.
- Ensured that the assigned GSLE activities are relevant, innovative, progressive and produce the leadership outcomes promised to girls.
- Collaborated with, organize and supports staff, volunteers and community partners to deliver high quality and adventurous program experiences to a growing number and diversity of girls.

- Responsible for the comprehensive design, development and implementation of outdoor, environmentally oriented summer day camp, public swim and swimming lessons at Camp Mary Elizabeth: develop and implement seasonal summer program schedule/Recruit, train, supervise and evaluate seasonal day camp and pool staff.

Life Enrichment Director at Emeritus at Skylyn Place

Emeritus Senior Living

- Oversaw recreational, social, and spiritual activities of residents
- Community wide special event and holiday planning
- Community wide publications: monthly newsletters, community monthly event calendars for four areas, press releases, and mail outs
- Oversaw Life Enrichment operations and budget
- Supervised transportation daily logistics and staff
- Trained community transportation drivers (initial and yearly evaluations)
- Supervised Life Enrichment Assistant Directors in other areas of the property
- Fundraising for Alzheimer's Association and special events
- Oversaw monthly corporate continuing education program
- Maintained daily maintenance log for property (300 units)
- Worked with maintenance team in room turn around for new residents, required drills (fire, disaster, tornado), emergency situations, and scheduled refurbishing
- Managed and train volunteers
- Provided in-service trainings as needed
- Accounts Payable duties

Recreation Center Director & Site Manager

Spartanburg Parks Commission

Recreation Center Director at Pacolet (T.W. Edwards Recreation Center)

- Supervised center staff and volunteers
- Oversaw, planned, and implemented center programs and events: including, but not limited to, after-school youth program, senior programs, special interest classes, special events, and sports leagues
- Oversaw building operations and finances
- Completed the Appalachian Council of Governments Management and Supervisory Training course

Assistant Recreation Center Director at Inman (Inman Recreation Center)

- Supervised staff and volunteers
- Oversaw after-school, adult, and senior programs at two locations (Inman Recreation Center and Inman First Baptist Church)
- Financial responsibilities: including budgets, deposits, audits
- Fulfilled role as Center Director due to open position during tenure at center

Cleveland Park Site Manager

- Provided customer service to park patrons and clients
- Special event planning at Cleveland Park

- Oversaw client special events: appointments, billing, event layout design using Party Cad software, event day operations, and follow-up
- Supervised maintenance crew, part time staff, and contract security officers

Director of Intramurals and Academic Class Instructor

Spartanburg Methodist College

- Planned and implemented campus wide Intramural Sports Program
- Supervised student staff
- SMC 101 & 102 Instructor (The Freshman Year Experience)
- Member of campus Athletic Committee

Education

- Furman University

Health and Exercise Science

- Clemson University

Parks, Recreation, and Tourism Management

Curriculum Vitae
Jessica “Bates” McKinney
 bates.mckinney@gmail.com

200 Heywood Ave.
 Riverwind Apt. #1001
 Spartanburg, SC 29307

Cell#: 864-216-1303

EDUCATION:

	Appalachian State University	Boone, NC
	M.A. General Experimental Psychology	December 2005
	GPA = 4.00	
	Furman University	Greenville, SC
	B.S. Psychology	June 2002
	GPA = 3.30	
	Governor’s School for Science and Mathematics	Hartsville, SC
	High School	June 1998
	GPA = 3.76	

HONORS:

Professor of the Month, Oct. 2015, USC Upstate Faculty Commons.
 Nomination for the Walter S. Montgomery, Sr. Award for Young Leadership,
 2009.
 Thesis of Distinction, 2006
 Nomination for the Outstanding Professional Paper Award,
 Southeastern Psychological Association, 2006
 Alpha Epsilon Lambda, 2004
 Psi Chi, 2003
 Graduate Students Award, 2002-2003
 Furman Scholar, 1998-2002
 Palmetto Fellows, 1998-2002
 Furman Advantage, 2001
 Lakeside Coordinator Choice Award, 2001
 National and State scholarships through the Federation of the
 Blind, 1998-2001
 Phi Eta Sigma, 1998

MEMBERSHIPS:

Association for Psychological Science, 2002-2006
 Southeastern Psychological Association, 2002-2010
 American Psychological Association, 2002-2003
 Southern Society for Philosophy and Psychology, 2002-2008

RESEARCH:

Fall 2002-2006	Appalachian State University	Boone, NC
	Research Assistant for Dr. Hall P. Beck, Psychology	
	<ul style="list-style-type: none"> • Factor analytic studies of scales assessing attitudes toward gay men 	

- Studying variables which determine the effectiveness of automation in human-machine systems
- Examining students' attitudes towards academia

Fall 2001-Spring 2002

Furman University

Greenville, SC

Research with Dr. Paul Rasmussen, Psychology

- Examine early recollections and schema formation
- Collect data via surveys to assess attitudes of undergraduate general psychology students

Presentations: Paper and Poster

- Beck, H. P., McKinney, J. B., Dzindolet, M. T., Pierce, L. G. & Graham, M. (2007, October). The impact of personal investment on automation disuse and misuse in a fratricide simulation task. Paper presented at the meeting of the meeting of the Southeastern Society of Social Psychologists, Durham, NC
- Beck, H. P., McKinney, J. B., Page, J. W., Woods, D., Surber, M. (2007, February). Fratricide simulation: Situational variables influence effectiveness of Combat Identification Devices. Poster presented at the meeting of the Southeastern Psychological Association, New Orleans, LA.
- McKinney, J. B. & Beck, H. P. (2006, April). Misuse and disuse: Two errors don't make an optimal decision. Paper presented at the meeting of the Southern Society for Philosophy and Psychology, Charleston, SC.
- McKinney, J. B., Page, J. W., Pelchar, T. K., Beck, H. P., & Woodworth, J. B. (2006, March). Suboptimal Versus Optimal Automation Usage Decisions: The Bold and Beautiful. Paper presented at the meeting of the Southeastern Psychological Association, Atlanta, GA.
- McKinney, J. B., Page, J. W., Pelchar, T., Pinnix, J., Woodworth, J. B., & Beck, H. P. (2005, April). Feedback and scenario training decrease suboptimal automation usage decisions: A fratricide analog. Poster presented at the meeting of the Celebration of Student Research and Creative Endeavors, Boone, NC.
- McKinney, J. B., Pelchar, T., Woodworth, J. B., & Beck, H. P. (2005, April). Feedback and scenario training reduce automation disuse: A fratricide analog. Poster presented at the meeting of the Southeastern Psychological Association, Nashville, TN.
- McKinney, J. B., Page, J. W., Pinnix, J., Woodworth, J. B., & Beck, H. P. (2005, April). Learning and grade-orientations of students from two academic colleges. Poster presented at the meeting of the Southeastern Psychological Association, Nashville, TN.
- McKinney, J. B., Beck, H. P., Dzindolet, M. T., Gilkey, J., & Kyes, L. (2004, May). Operators disregard advice from an error-free decision aid. Poster presented at the meeting of the Association for Psychological Science, Chicago, IL.
- McKinney, J. B., Beck, H. P., Dzindolet, M., Pierce, L., & Littlejohn, T. (2003, August). Feedback and scenario training enhance effectiveness of automated decision aids. Poster presented at the meeting of the American Psychological Association, Toronto, CA.
- McKinney, J. B., Blalock, T. D., & Beck, H. P. (2003, May). Undergraduates and Decision Aids: Two Are Not Better Than One. Poster presented at the meeting of the Association for Psychological Science, Atlanta, GA.
- McKinney, J. B., Kaliski, P. K., Scanlon, A., Stewart, & R. K. (2003, April). Heterosexual women's perspectives of gay men: A scale validation. Poster presented at the meeting of the Celebration of Student Research and Creative Endeavors, Boone, NC.
- McKinney, J. B., Hill, M. F., & Beck, H. P. (2003, April). Giving moral explanations for the under utilization of automation: An experimental study. Paper presented at the meeting of the Southern

Society for Philosophy and Psychology, Atlanta, GA.

McKinney, J. B., Kaliski, P. K., Scanlon, A., Stewart, R. K., & Beck, H. P. (2003, March). Validation of a scale assessing females' views of gay men. Poster presented at the meeting of the Southeastern Psychological Association, New Orleans, LA.

INTERNSHIP AND WORK EXPERIENCE:

- | | | |
|------------------------|---|-----------------|
| Sept. 2015 – Present | Recreation Assistant: 50+ Wellness
Spartanburg County Parks and Recreation <ul style="list-style-type: none"> • Plan and facilitate social, physical, and educational programs for persons 50 years of age and older in Spartanburg County • Continue to build interagency cooperation to provide resources to participants • Help oversee/assist community centers as needed | Spartanburg, SC |
| Feb. 2013 – April 2015 | Staff Coordinator
Emeritus at Skylyn Place Retirement Community <ul style="list-style-type: none"> • Do scheduling for 60 staff members. • Assist with interviews of new staff members. • Provide orientation for all new hires • Do annual orientation and evaluations for Assisted Living staff • Ensure online training compliance | Spartanburg, SC |
| Nov. 2009 – Sept. 2015 | Memory Care Director
Brookdale Skylyn Assisted Living <ul style="list-style-type: none"> • Design and implement activities for Memory Care residents • Train and manage Memory Care staff in the <i>Join Their Journey</i> program • Maintain educational and supportive relationships with families. • Coordinate events with the entire retirement community so that all residents can interact with persons with dementia in meaningful ways. • Build and maintain relationships with volunteers. | Spartanburg, SC |
| Nov. 2008-Nov. 2009 | Activities Director
Summit Hills Retirement Community <ul style="list-style-type: none"> • Plan and present activities that stimulate social, intellectual, emotional, spiritual, creative, physical, etc. needs • Offer individual and group activities for residents on the Alzheimer and Skilled Nursing units • Work as a member of an interdepartmental group to ensure residents' highest quality of life • Work with residents' families and the public to provide beneficial opportunities to the residents. | Spartanburg, SC |
| Fall 2006-present | Adjunct Faculty Instructor of
Developmental Psychology <ul style="list-style-type: none"> • Lecture on text and provide activities/projects • Provide assistance to students | Spartanburg, SC |

	<ul style="list-style-type: none"> • Review and grade papers and tests • Provide final grades for students 	
Fall 2007-Fall 2008	<p>Adjunct Faculty Instructor of Developmental and Introductory Psychology</p> <ul style="list-style-type: none"> • Lecture on text and provide activities/projects • Provide assistance to students • Review and grade papers and tests • Provide final grades for students 	Spartanburg, SC
Fall 2004	<p>Adjunct Faculty Instructor of Behavior Change</p> <ul style="list-style-type: none"> • Lecture on text and provide activities/projects • Provide assistance to students • Review and grade papers and tests • Provide final grades for students 	Boone, NC
Summer 2004	<p>Help Desk Attendant</p> <ul style="list-style-type: none"> • Provide directory assistance • Answer questions about the ASU campus 	Boone, NC
2003-2004	<p>Instructor of Introductory Psychology</p> <ul style="list-style-type: none"> • Lecture on text and provide activities • Provide assistance to students • Review and grade papers and tests • Provide final grades for students 	Boone, NC
2002-2003	<p>Graduate Assistant</p> <ul style="list-style-type: none"> • Grade student assignments • Assistant in running the lab and doing research • Data input • Answer the phone, run errands, etc. 	Boone, NC
2000-2002	<p>Resident Assistant</p> <ul style="list-style-type: none"> • Monitor upperclassman hall • Work 3 office hours a week • Attend meetings and fill out paperwork when necessary • Act as resource, advisor, and counselor upon request 	Greenville, SC
Summer 2001	<p>Marshall I. Pickens Hospital Furman Advantage Internship</p> <ul style="list-style-type: none"> • Psychosocial assessment and treatment planning and review • High social risk case finding • Patient and family education, support, and advocacy • Introduction through observation individual treatment, family therapy, and group therapy • Information and referral • Crisis intervention 	Greenville, SC

- Consultation, liaison, and interdisciplinary collaboration
- Discharge, transition, and aftercare planning
- Case management
- Development, maintenance, and ongoing evaluation of community referral resources

OTHER ACTIVITIES:

Facilitator of support group for persons diagnosed with early stage Alzheimer's Disease and other dementias, Eight week education/support series, Alzheimer's Association, April-July 2013.

Memory Walk committee member, Spartanburg Chapter of the Alzheimer's Association, 2010 & 2011.

To serve/review on the Program Committee for the 2010 convention, Southeastern Psychological Association, 2009-2010

Dementia Specialist, graduate of *Dementia Dialogues*, Spartanburg, SC, 2009.

Facilitator of support group for persons diagnosed with early stage Alzheimer's Disease and other dementias, Alzheimer's Association, Spartanburg, SC chapter, 2009-present.

First Steps, volunteer, 2005-present.

Event Planner for Early Stage Support Group (caregivers and diagnosed), Alzheimer's Association, Spartanburg, SC chapter, 2008.

Facilitator of support group for caregivers of persons with Alzheimer's Disease, Alzheimer's Association, Spartanburg, SC chapter, 2006-2008.

Alcohol and Other Drugs, committee member, University of South Carolina Upstate, 2007-2008

To serve/review on the Program Committee for the 2009 convention, Southeastern Psychological Association, 2008-2009

To serve/review on the Program Committee for the 2008 convention, Southeastern Psychological Association, 2007-2008

To serve/review on the Program Committee for the 2007 convention, Southeastern Psychological Association, 2006-2007

Reviewer for Student Research Competition, Association for Psychological Science, 2006

Reviewer for Student Grant Competition, Association for Psychological Science, 2006

Reviewer for the Research on Socially and Economically Underrepresented Populations competition, Association for Psychological Science, 2004-2005

Research on Socially and Economically Underrepresented Populations chairperson, Aging subcommittee, Association for Psychological Science, 2003-2004

Research on Socially and Economically Underrepresented Populations member, Individuals with Disabilities subcommittee, Association for Psychological Science, 2003-2004

Co-president of Psychology Graduate Students Organization, Appalachian State University 2003-2004

Presented Teaching portfolios: A picture is worth a thousand words along with Anne-Marie Suddreth at a workshop for Graduate

Teaching Assistants, Appalachian State University, 2003.
 Discussion Group Leader for Freshman Summer Reading Program,
 Appalachian State University, 2003
 Treasurer of Psychology Graduate Students Organization, Appalachian
 State University, 2002-2003
 CrisisLine volunteer, Greenville, SC, 2001-2002
 Collegiate Educational Service Corps coordinator, Furman University,
 2001-2002
 Peer Educator, Furman University, 2001-2002
 Discussion Group Leader for Freshman Summer Reading Program,
 Furman University, 2001
 South Carolina Association of Blind Students president, 2000-2001
 Resident Assistant, Furman University, 2000-2002
 Furman Chorale, Furman University, 1999-2001
 Collegiate Educational Service Corps volunteer, Furman University,
 1999-2001
 United Way of the Piedmont Center volunteer, Spartanburg, SC,
 1995-2001

References:

Paula Foard, Executive Director
 Brookdale Greenwood
 843-247-2548

Joyce Finkle,
 Retired Program Director Alzheimer's Association Spartanburg Chapter

Hall Beck, Professor at Appalachian State
 Psychology Dept.
 Boone, NC 28608
 828-262-2725

Appendix II

Letters of Support



January 5, 2016

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607

Partnership Review Committee:

Spartanburg Regional Healthcare System (SRHS) supports the application from Spartanburg Regional Foundation to be the recipient and manager of ACOG Senior Services Contract Funding for Spartanburg County from April, 2016 - June 2017.

The healthcare system supports this proposal on two levels. First, we support our foundation in their intention to provide a local, collaborative solution to the existing senior services crisis in Spartanburg. We believe their involvement will benefit seniors in need of services and help our community create a long-term plan for caring for seniors.

Second, as the transportation provider for Spartanburg County, SRHS is proud to be a partner in the planning and implementation of senior transportation within the foundation's proposal. We have been the senior services transportation provider for many years, and we are committed to continuing our services to assist seniors in need of this critical resource. We understand that seniors need access to reliable transportation to maintain their health and wellness, as well as to connect them with vital services throughout our community.

SRHS is pleased to partner with and endorse Spartanburg Regional Foundation in their bid to be the ACOG Aging Services Contractor in Spartanburg County.

Sincerely,

A handwritten signature in black ink that reads "Bruce Holstien".

Bruce Holstien
SRHS President & CEO

C: Kristy Caradori



County of Spartanburg

Post Office Box 5666
TELEPHONE (864) 596-2526
FAX (864) 596-2232
konell@spartanburgcounty.org

Spartanburg, South Carolina 29304

KATHERINE L. O'NEILL
COUNTY ADMINISTRATOR

January 5, 2016

Ms. Kristy Caradori
Executive Director/Vice President
Spartanburg Regional Foundation
101 East Wood Street
Spartanburg, SC 29303

Re: RFP# ADDAAA/ADRC 205-1 – Spartanburg County CoA

Dear Ms. ~~Caradori~~ ^{Kristy}:

Spartanburg County is pleased to partner with Spartanburg Regional Foundation in response to RFP# ADDAAA/ADRC 205-1 – Spartanburg County CoA. We see the proposal as the logical evolution of the Senior Wellness Initiative, a project in which Spartanburg County has been actively involved since 2013.

In its Strategic Plan, the Spartanburg County Council adopted the following Mission Statement:

Spartanburg County provides a foundation for a superior quality of life for residents, unlimited opportunities for business, and an exceptional learning environment for education through purposeful planning, investment, and use of resources.

County Council is committed to forging cross-sector partnerships that create a quality environment where businesses, individuals, and families can prosper. The provision of quality senior wellness services is an important component of this mission. In this spirit, the County takes great pride in being a part of the Senior Wellness Initiative which was recently awarded the South Carolina Association of Counties Barrett Lawrimore Regional Cooperation Award, a significant honor for this program and for the partners. In addition, this initiative was awarded the South Carolina Recreation and Parks Association Program Excellence Award in 2015.

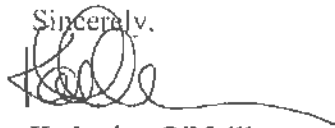
Spartanburg County is prepared to partner with the Foundation to provide senior wellness services by:

- Continuing to provide, at no cost, three community centers where the services can be provided. It is my understanding that the City of Spartanburg will provide a fourth community center. In addition, the County stands ready to work together to add additional community centers to the program in the future.
- Continuing to integrate group dining, evidence-based health services and transportation to the Parks Department senior wellness programs into the community centers, which will be led by Kristie Oliver, a highly-qualified employee who has been instrumental in carrying the senior wellness program forward.
- Continuing to provide office space, furniture and equipment needed by staff members who are engaged in the senior wellness program.

Mrs. Kristy Caradori
January 5, 2015
page 2

Thank you for your leadership with this program for our senior citizens. The County appreciates the role that the Spartanburg Regional Foundation is playing as the lead partner of the coalition of service providers who have worked together over the last several years on this initiative. By working together, we can provide better services, to more people, in a more efficient manner.

Sincerely,

A handwritten signature in black ink, appearing to read 'Katherine O'Neill', with a long horizontal flourish extending to the right.

Katherine O'Neill
County Administrator



THE SPARTANBURG COUNTY FOUNDATION

Your Community Foundation

January 4, 2016

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607

Dear Partnership Review Committee:

Spartanburg County is at a critical juncture with regard to support for its aging population. With the recent dissolution of Senior Centers of Spartanburg County, our community is in need of a local, collaborative plan to address the continuity of care for seniors in our community. We believe that Spartanburg Regional Foundation is committed and positioned to lead in these efforts. We hope you will strongly consider Spartanburg Regional Foundation as the contractor for the ACOG Senior Services Programming in Spartanburg County.

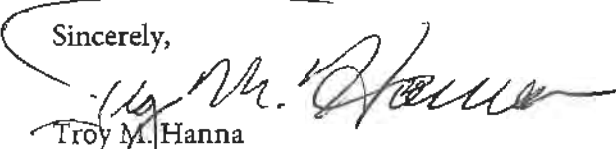
The Spartanburg County Foundation has recognized for some time the pressing need to engage Spartanburg County's growing population of seniors in meaningful ways. In 2011, the Foundation funded the Encore Project, which researched the impact of the aging population in Spartanburg. Building on those findings, in 2013, the Foundation led in the establishment of the Senior Wellness Initiative, which is designed to keep seniors independent, healthy, active, learning, and engaged in the greater Spartanburg community. The Foundation partnered with Spartanburg County Government, VSP Foundation, and several other entities in the development of an 18-month planning and implementation process to establish 21st century community centers in Spartanburg County Parks and Recreation Facilities. Now seen as a best practice model across the region and state, the Senior Wellness Initiative has established two age-friendly community center VSP pilot sites in Chesnee and Cowpens, SC.


Today, we continue our commitment to seniors by endorsing the proposal from Spartanburg Regional Foundation to become the contractor for the ACOG Senior Services Programming in Spartanburg County. The Spartanburg County Foundation has worked closely with Spartanburg Regional Foundation for many years on a variety of issues facing our community and have partnered together to meet needs related to nonprofit capacity, teen pregnancy prevention, and behavioral health to name a few. We have and continue to partner on projects such as the Spartanburg Community Indicators Project and Spartanburg Joint Funders as we are both committed to ongoing community collaboration to benefit Spartanburg County residents.

We are committed to working with partners like Spartanburg Regional Foundation to help meet the needs of seniors throughout our area and to position Spartanburg County as an age-friendly community.

Thank you for your consideration.

Sincerely,


Troy M. Hanna
President & CEO


Mary L. Thomas
Chief Operating Officer

TMH/tjw

Terry L. Cash
PO Box 280
Chesnee, SC 29323
tlcash@camangroup.com
(864) 542-3520

December 28, 2015

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607

Partnership Review Committee:

This letter is written in support of Spartanburg Regional Foundation in their bid for the ACOG Senior Services program funding for Spartanburg County.

Spartanburg Regional Foundation is bidding on this contract in coordination with existing senior service partners including Spartanburg County, Mobile Meals, and the transportation program at Spartanburg Regional Healthcare System.

I am a longtime advocate for the needs of seniors. I have been involved with many senior projects in Spartanburg County including founding VSP (Very Special People / Very Special Places), helping start the Chesnee Senior Center, and most recently co-chairing the Senior Wellness Initiative convened by Spartanburg County Foundation. I currently serve on the Spartanburg County Foundation board, the Spartanburg Regional Healthcare System board, the VSP Foundation and I have previously chaired the Spartanburg Regional Foundation board. One of my great passions is the health and wellness of seniors.

I enthusiastically endorse the proposal from Spartanburg Regional Foundation to become the ACOG partner in overseeing senior services for Spartanburg County. Spartanburg Regional Foundation has strong board and division leadership, is financially secure, and has a 25-year track record as a local foundation supporting health and wellness.

Our community needs a strong, established and collaborative organization to bring providers together to serve seniors. Spartanburg Regional Foundation is well positioned to do this effectively. The end result will benefit seniors now and into the future.

Sincerely,



Terry L. Cash

December 28, 2015

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607

Partnership Review Committee:

Mobile Meals Service of Spartanburg County, Inc supports the application from Spartanburg Regional Foundation to be the recipient and manager of ACOG Senior Services Contract Funding for Spartanburg County from April, 2016 - June 2017.

We support this proposal on two levels. First, we support the foundation in their intention to provide a local, collaborative solution to the existing senior services crisis in Spartanburg. We believe their involvement will benefit seniors in need of services and help our community create a long-term plan for caring for seniors.

Second, as a meal provider for the homebound of Spartanburg County, Mobile Meals is proud to be a partner in the planning and implementation of home meal delivery within the foundation's proposal. We have been a home meal provider since 1977, and we are committed to continuing our services to assist seniors in need of this critical resource.

As founder of Mobile Meals 39 years ago, I have been keenly aware of the need of seniors in Spartanburg County. This proposal shows great promise for the seniors and for our county.

We are pleased to partner with and endorse Spartanburg Regional Foundation in their bid to be the ACOG Aging Services Contractor in Spartanburg County.

Sincerely,



Jayne McQueen
President & CEO

December 28, 2015

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607



Partnership Review Committee:

I am writing to express my strong support of the Spartanburg Regional Foundation in its bid for the ACOG Senior Services program for Spartanburg County.

Spartanburg Regional Foundation is among our key partners. St. Luke's Free Medical Clinic assists low-income, uninsured residents of Spartanburg County with medical care. The foundation has awarded grants to St. Luke's Free Medical Clinic to support needs ranging from pharmacy costs to staff salaries. The support of the Spartanburg Regional Foundation has been critical to St. Luke's success.

Spartanburg Regional Foundation has great relationships in the community, expertise in managing financial resources, and access to transportation services – all key aspects in building a strong program for seniors. We believe that a revitalized senior program in Spartanburg County will fill a void in the lives of many of our county's elderly residents, and the foundation is the right organization to make it happen.

We are pleased to support Spartanburg Regional Foundation's bid for the ACOG Aging Services contract for Spartanburg County. Please let me know if we can be of further help.

Sincerely,

A handwritten signature in black ink that reads "Patsy O. Whitney". The signature is written in a cursive style with a large, sweeping initial "P".

Ms. Patsy Whitney, Executive Director
St. Luke's Free Medical Clinic
Post Office Box 3446
Spartanburg, SC 29304



162 N. Dean St., Spartanburg, SC 29302
PO Box 3466, Spartanburg, SC 29304
Phone: 864-542-2273 • Fax: 864-597-0413
www.slfdc.org





December 28, 2015

KATHY DUNLEAVY
PRESIDENT & CEO

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607

Proposal Review Committee:

This letter is written as an endorsement of Spartanburg Regional Foundation's bid for the ACOG Aging Services program funding for Spartanburg County. Spartanburg County is in need of a strong, collaborative plan to respond to the needs of seniors, and Spartanburg Regional Foundation is in the right position to help during this transition time.

I have worked with Spartanburg Regional Foundation in recent years and have come to know the organization as a trusted and valuable resource in our community. The foundation invests in a wide range of initiatives, both inside the healthcare system and among area nonprofits to support the health and wellness of Spartanburg residents. For this project, the foundation plans to partner with Mobile Meals, Spartanburg County government, and the transportation program at Spartanburg Regional Healthcare System as well as utilize the expertise of a wide variety of community funders, leaders, and service providers.

Mary Black Foundation is a private foundation established to improve the health of Spartanburg County. Our major goals are to impact, engage, and partner to improve and transform lives. We make every effort to be a leader in increasing engagement of our citizens and decision makers in understanding and supporting actions for a health community.

Our organization supports this proposal by Spartanburg Regional Foundation and we are committed to being an ongoing partner in addressing the needs of area seniors.

Sincerely,

A handwritten signature in blue ink that reads "Kathy Dunleavy".

Kathy Dunleavy
President & CEO

C: Spartanburg Regional Foundation



South Carolina Mountains to Midlands Affiliate
531 S. Main Street, Suite ML-10 Greenville, South Carolina 29601
(864) 234-5035 | Helpline 1-877 GO KOMEN
www.KomenSCMM.org

December 28, 2015

SC Appalachian Council of Governments
Attention: Aging Services, Spartanburg County
30 Century Circle
Greenville, SC 29607

Partnership Review Committee:

On behalf of the SC Mountains to Midlands Affiliate of Susan G. Komen, it is my pleasure to offer our endorsement of the Spartanburg Regional Foundation's application to bid for the ACOG Senior Services program funding for Spartanburg County.

More than ever, Spartanburg County needs a strong senior services program. The area's elderly population is growing, and many lack access to transportation, well-rounded and nourishing meals, and opportunities for social engagement. Spartanburg Regional Foundation has the confidence of key partners in the community and is in a great position to lead the way.

Susan G. Komen has been a partner for many years with the Spartanburg Regional Foundation. Its staff members are reliable and hard-working individuals who truly have the interest of the community at heart. I strongly recommend the foundation for the senior services contract.

If you have questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Emily M. Bugay". The signature is written in a cursive, flowing style.

Emily M. Bugay
Mission Coordinator

1 in 8 women will be diagnosed with breast cancer in her lifetime.
Know your risk. Get screened. Know what's normal for you. Make healthy lifestyle choices.

Appendix III

Letter of Support and Financial Commitment

Spartanburg Regional Foundation Audited Financial Statements

Spartanburg Regional Foundation Report to the Board of Directors

United Way
of the Piedmont



Grants Committee
Appalachian Council of Governments
30 Century Circle
Greenville, SC 29607

December 22, 2015

Dear Grants Committee,

It is my pleasure to offer support and encouragement for the proposal being submitted to the Appalachian Council of Governments by Spartanburg Regional Foundation.

United Way invests our donor dollars in programs and services through the Community Investment Process (CIP). Organizations that receive Community Impact funding must submit themselves to intense reviews by teams of our trained volunteers. Should Spartanburg Regional Foundation receive this contract for Senior Services, United Way has on hold up to \$60,000 of local match funds in order to support their endeavor.

Spartanburg Regional Foundation is a valued partner and their ability to manage these services for our community's seniors will surely be of great value to the current programming. In addition, they will help convene a broad group of partners in order to discuss a long-term solution that will allow our community to provide enhanced programming and services to our senior population.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Dillard", written over a white background.

Richard Dillard

Interim President and CEO

Appendix III

Spartanburg Regional Foundation Audited Financials

Report to the Board of Directors

SPARTANBURG REGIONAL
HEALTHCARE SYSTEM
FOUNDATION

Financial Statements

September 30, 2014 and 2013
(with Independent Auditors' Report
thereon)

**SPARTANBURG REGIONAL HEALTHCARE
SYSTEM FOUNDATION**

September 30, 2014 and 2013
Table of Contents

Independent Auditors' Report.....	1 – 2
Statements of Financial Position.....	3
Statements of Activities	4
Statements of Cash Flows	5
Notes to the Financial Statements.....	6 – 20



DIXON HUGHES GOODMAN LLP
Certified Public Accountants and Advisors

Independent Auditors' Report

Board of Trustees
Spartanburg Regional Healthcare System Foundation
Spartanburg, South Carolina

We have audited the accompanying financial statements of Spartanburg Regional Healthcare System Foundation (the "Foundation"), which comprise the statements of financial position as of September 30, 2014 and 2013, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

(1)

Board of Trustees
Spartanburg Regional Healthcare System Foundation
Page Two

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Spartanburg Regional Healthcare System Foundation as of September 30, 2014 and 2013, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Dixon Hughes Goodman LLP

December 18, 2014

SPARTANBURG REGIONAL HEALTHCARE SYSTEM FOUNDATION

Statements of Financial Position

September 30, 2014 and 2013

<u>Assets</u>	<u>2014</u>	<u>2013</u>
Assets:		
Cash and cash equivalents	\$ 165,283	\$ 322,107
Pledges receivable, net	3,920,360	3,743,807
Other receivables	20,421	5,047
Investments:		
Unrestricted investments	18,652,562	17,592,800
Agency funds held for others	-	56,036
Investments limited as to use	17,594,512	16,795,003
Total investments	<u>36,247,074</u>	<u>34,443,839</u>
Investment in real estate	<u>332,500</u>	<u>332,500</u>
Total assets	<u>\$ 40,685,638</u>	<u>\$ 38,847,300</u>
<u>Liabilities and Net Assets</u>		
Liabilities:		
Accounts payable	\$ 78,240	\$ 45,878
Deferred revenue	228,795	102,850
Grants payable	71,132	374,233
Agency funds held for others	-	56,036
Annuity obligations	<u>26,021</u>	<u>28,938</u>
Total liabilities	404,188	607,935
Net assets:		
Unrestricted	19,421,282	18,272,974
Temporarily restricted	20,543,998	19,653,100
Permanently restricted	<u>316,170</u>	<u>313,291</u>
Total net assets	<u>40,281,450</u>	<u>38,239,365</u>
Total liabilities and net assets:	<u>\$ 40,685,638</u>	<u>\$ 38,847,300</u>

The accompanying notes are an integral part of these financial statements.

SPARTANBURG REGIONAL HEALTHCARE SYSTEM FOUNDATION
Statements of Activities
For the Years Ended September 30, 2014 and 2013

	2014				2013			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenues, gains, and other support:								
Contributions	\$ 326,907	\$ 2,225,103	\$ 2,879	\$ 2,554,889	\$ 292,717	\$ 2,242,661	\$ 3,232	\$ 2,538,610
Contributions from Spartanburg Regional Healthcare System	1,309,774	-	-	1,309,774	1,199,828	-	-	1,199,828
Net investment income	1,509,007	919,551	-	2,428,558	1,734,616	563,837	-	2,298,453
Net assets released from restrictions	2,253,756	(2,253,756)	-	-	2,315,370	(2,277,397)	(37,973)	-
Total revenues, gains, and other support	5,399,444	890,898	2,879	6,293,221	5,542,531	529,101	(34,741)	6,036,891
Expenses:								
Fundraising	725,504	-	-	725,504	825,418	-	-	825,418
Administrative	762,780	-	-	762,780	772,600	-	-	772,600
Program expenses	2,762,852	-	-	2,762,852	2,903,837	-	-	2,903,837
Total expenses	4,251,136	-	-	4,251,136	4,501,855	-	-	4,501,855
Change in net assets	1,148,308	890,898	2,879	2,042,085	1,040,676	529,101	(34,741)	1,535,036
Net assets, beginning of year	18,272,974	19,653,100	313,291	38,239,365	17,232,298	19,123,999	348,032	36,704,329
Net assets, end of year	\$ 19,421,282	\$ 20,543,998	\$ 316,170	\$ 40,281,450	\$ 18,272,974	\$ 19,653,100	\$ 313,291	\$ 38,239,365

The accompanying notes are an integral part of these financial statements.

SPARTANBURG REGIONAL HEALTHCARE SYSTEM FOUNDATION

Statements of Cash Flows

For the Years Ended September 30, 2014 and 2013

	<u>2014</u>	<u>2013</u>
Cash flows from operating activities:		
Change in net assets	\$ 2,042,085	\$ 1,535,036
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Present value adjustment on pledges receivable	(85,012)	(170,863)
Change in provision of doubtful accounts for pledges receivable	16,156	(74,575)
Contributions restricted for endowment	(2,879)	(3,232)
Actuarial adjustment on annuity obligations	-	(6,648)
Net realized and unrealized gains on investments	(1,619,992)	(1,606,174)
Donated securities	(84,631)	-
Net changes in operating assets and liabilities:		
Pledges receivable	(107,697)	2,698,518
Other receivables	(15,374)	(5,047)
Accounts payable	32,362	2,185
Other liabilities	-	(120,000)
Deferred revenue	125,945	(8,315)
Grants payable	(303,101)	(118,533)
Agency funds held for others	(56,036)	(397,316)
Net cash provided by (used in) operating activities	<u>(58,174)</u>	<u>1,725,036</u>
Cash flows from investing activities:		
Sales of investments	13,782,346	19,479,885
Purchases of investments	<u>(13,880,958)</u>	<u>(21,655,047)</u>
Net cash used in investing activities	<u>(98,612)</u>	<u>(2,175,162)</u>
Cash flows from financing activities:		
Contributions restricted for endowment	2,879	3,232
Proceeds from annuity agreements	-	25,000
Payments on annuity obligations	<u>(2,917)</u>	<u>(2,917)</u>
Net cash provided by (used in) financing activities	<u>(38)</u>	<u>25,315</u>
Decrease in cash and cash equivalents	(156,824)	(424,811)
Cash and cash equivalents, beginning of year	<u>322,107</u>	<u>746,918</u>
Cash and cash equivalents, end of year	<u>\$ 165,283</u>	<u>\$ 322,107</u>

The accompanying notes are an integral part of these financial statements.

**SPARTANBURG REGIONAL HEALTHCARE
SYSTEM FOUNDATION**

Notes to the Financial Statements

September 30, 2014 and 2013

I. Description of Organization and Summary of Significant Accounting Policies

Organization - The Spartanburg Regional Healthcare System Foundation (the "Foundation"), which includes the Cancer, Heart, and Hospice Boards, was established in April 1991 for the purpose of receiving gifts of money and property, to invest such gifts and to apply the income and principal thereof for the benefit of Spartanburg Regional Healthcare System (the "District") and other healthcare related community organizations. The Foundation issued \$500,051 and \$497,578 in grants to the District, released from temporarily restricted net assets \$2,046,236 and \$2,087,330 to support the District's initiatives, and issued \$128,589 and \$119,973 in grants to healthcare related community organizations for the years ended September 30, 2014 and 2013, respectively.

Basis of Accounting - The financial statements have been prepared using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recorded as earned and expenses are recorded at the time the liability is incurred.

Basis of Presentation - The Foundation reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

Unrestricted net assets include those net assets whose use is not restricted by donor-imposed stipulations even though their use may be limited in other respects such as board designated. Temporarily restricted net assets are those whose use by the Foundation has been limited by donors to a specific time period or purpose. Permanently restricted net assets are resources that carry a donor-imposed restriction that stipulates that donated assets be maintained in perpetuity, but may permit the Foundation to use or expend part or all of the income derived from the donated assets.

Use of Estimates - The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents - Cash and cash equivalents include certain investments in highly liquid debt instruments with original maturities of three months or less.

The Foundation maintains bank accounts at various financial institutions covered by the Federal Deposit Insurance Corporation ("FDIC"). At times throughout the year, the Foundation may maintain bank account balances in excess of the FDIC insured limit. It is management's opinion that the Foundation is not exposed to any significant credit risk related to cash.

Promises to Give - The Foundation records unconditional promises to give as pledges receivable and revenues within the appropriate net assets category. Revenues are considered to be available for unrestricted use unless specifically restricted by the donor. Contributions that are expected to be collected within one year are recorded at net realizable value. Contributions that are expected to be collected in future years are recorded at fair value at the date of the promise. The fair value is computed by using the present value of their estimated future cash flows, using a risk-free rate of return appropriate for the expected term of the promise to give. Amortization of the discounts is recorded as contribution revenue in accordance with donor restrictions on the contributions. An allowance for uncollectible promises to give is determined based on collection experience in prior years and management's analysis of specific promises made.

Investments - The Foundation's investments are recorded at fair value in the Statement of Financial Position. The Foundation reports investment income and gains and losses on investments and increases or decreases in unrestricted net assets unless a donor or law temporarily or permanently restricts their use. Investments limited as to use include contributions restricted by donors and amounts set aside by the Board, over which the Board retains control and may, at its discretion, subsequently use for other purposes. Agency funds held for others are investment funds transferred by NXT to the Foundation for the purpose of pooled investment by the Foundation. Investment income or loss is allocated to these agency funds in proportion to the total Foundation investment portfolio. The Foundation maintains no variance power over these funds and the funds are available for withdrawal upon request by NXT and were fully withdrawn in the 2014 fiscal year.

Investment in Real Estate - Real estate consists of a developed and an undeveloped tract of land located in Spartanburg County, South Carolina that was donated to the Foundation in 1995, without restrictions.

Deferred Revenue - The Foundation receives payments for sponsorships and ticket sales for certain events in advance of the event. Income is recognized over the periods to which the event relates.

Annuity Obligations - The Foundation's split-interest agreements with donors consist of charitable gift annuities. Contribution revenues are recognized net of the present value of estimated payments to be made to donors or other beneficiaries. Liabilities for these future payments are included as annuity obligations. The present values of payments to charitable gift annuities are calculated using discount rates which represent the risk-free rates in existence at the date of the gift. Gains or losses resulting from changes in actuarial assumptions are recorded as increases or decreases in the respective net asset class in the Statement of Activities.

Contributions - Non-cash contributions are recorded at fair value on the date of contribution.

Income Taxes - The Foundation has been granted exemption from income taxes under Section 501(c)(3) of the Internal Revenue Code and, accordingly, no provision for income tax is recorded in the accompanying financial statements. The Foundation has determined that it does not have any unrecognized tax benefits or obligations as of September 30, 2014. Fiscal years ending on or after September 30, 2011 remain subject to examination by federal and state tax authorities.

Reclassifications - Certain 2013 financial statement disclosure amounts (Notes 3 and 4) have been reclassified to conform to the 2014 financial statement disclosure presentation.

2. **Pledges Receivable**

Unconditional promises to give are included in the financial statements as pledges receivable and revenue of the appropriate net asset category. Pledge payments scheduled to be received after one year are discounted at approximately 4%. Amortization of the discount is recorded as additional contribution revenue in accordance with donor-imposed restrictions, if any.

Unconditional promises to give include the following at September 30, 2014 and 2013:

	<u>2014</u>		
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Due in one year or less	\$ 33,402	\$ 2,662,553	\$ 2,695,955
Due in one to five years	24,676	1,691,084	1,715,760
Due in more than five years	2,548	11,557	14,105
	<u>60,626</u>	<u>4,365,194</u>	<u>4,425,820</u>
Less discount	(5,621)	(285,965)	(291,586)
Less allowance for doubtful accounts	(9,094)	(204,780)	(213,874)
	<u>\$ 45,911</u>	<u>\$ 3,874,449</u>	<u>\$ 3,920,360</u>

	<u>2013</u>		
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Due in one year or less	\$ 22,905	\$ 1,756,207	\$ 1,779,112
Due in one to five years	29,132	2,500,163	2,529,295
Due in more than five years	5,336	4,380	9,716
	<u>57,373</u>	<u>4,260,750</u>	<u>4,318,123</u>
Less discount	(9,261)	(367,337)	(376,598)
Less allowance for doubtful accounts	(8,606)	(189,112)	(197,718)
	<u>\$ 39,506</u>	<u>\$ 3,704,301</u>	<u>\$ 3,743,807</u>

3. **Investments**

Investments consist of the following at September 30, 2014 and 2013:

	<u>2014</u>	<u>2013</u>
Investments limited as to use:		
By Board for endowment	\$ 1,075,233	\$ 1,055,708
By Board for program	184,806	226,035
Restricted by donors	16,334,473	15,513,260
	<u>17,594,512</u>	<u>16,795,003</u>
Unrestricted investments	18,652,562	17,592,800
Agency funds held for others	-	56,036
	<u>\$ 36,247,074</u>	<u>\$ 34,443,839</u>
Cash and cash equivalents	\$ 1,481,846	\$ 3,286,893
Equity securities including mutual funds and exchange traded funds	17,906,103	12,139,453
Fixed income	7,081,863	11,184,103
Marketable alternative funds	2,824,527	3,410,596
Alternative investments	6,952,735	4,422,792
	<u>\$ 36,247,074</u>	<u>\$ 34,443,839</u>

The Foundation has adopted investment policies and monitors the allocation of investments between types of investments.

Investment income as of September 30, 2014 and 2013 is summarized as follows:

	<u>2014</u>	<u>2013</u>
Interest and dividend income	\$ 925,781	\$ 735,663
Net realized and unrealized gains	1,619,992	1,606,174
Investment fees	(117,215)	(43,384)
	<u>\$ 2,428,558</u>	<u>\$ 2,298,453</u>

4. **Fair Value Disclosures**

Fair value as defined under generally accepted accounting principles is an exit price, representing the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Generally accepted accounting principles establish a three-tier fair value hierarchy, which prioritizes the inputs used in measuring fair value. These tiers include:

- Level 1: Observable inputs such as quoted prices in active markets.
- Level 2: Inputs other than quoted prices in active markets that are either directly or indirectly observable.
- Level 3: Unobservable inputs about which little or no market data exists, therefore requiring an entity to develop its own assumptions.

Assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodology used for assets measured at fair value:

Equity securities, mutual funds and exchange traded funds:

Equity securities are valued at the closing price reported on the active market on which the individual securities are traded. The resulting fair value estimate is a level 1 measure. Exchange traded funds and mutual funds are public investment vehicles valued using the Net Asset Value ("NAV") provided by the administrator of the fund. The NAV is based on the value of the underlying assets owned by the fund, minus its liabilities, and then divided by the number of shares outstanding. The NAV is a quoted price in an active market and the resulting fair value estimate is a level 1 measure.

Fixed income funds, bonds and certificates of deposit:

Fixed income funds are public investment vehicles valued using the Net Asset Value ("NAV") provided by the administrator of the fund. The NAV is based on the value of the underlying assets owned by the fund, minus its liabilities, and then divided by the number of shares outstanding. The NAV is a quoted price in an active market and the resulting fair value estimate is a level 1 measure. Investments in U.S. Treasury bonds, corporate agency bonds and structure notes do not trade in active markets on the measurement date. Therefore, these investments are valued using inputs including yields currently available on comparable securities of issuers with similar credit ratings, recent market price quotations (where observable), bond spreads, and fundamental data relating to the issuer. The resulting fair value estimate is a level 2 measure. Certificates of deposit do not trade in active markets on the measurement date. Therefore, these investments are valued using inputs including yields currently available on comparable instruments. The resulting fair value estimate is a level 2 measure.

Marketable alternative funds:

Marketable alternative funds are public investment vehicles valued using the Net Asset Value (“NAV”) provided by the administrator of the fund. The NAV is based on the value of the underlying assets owned by the fund, minus its liabilities, and then divided by the number of shares outstanding. The NAV is a quoted price in an active market and the resulting fair value estimate is a level 1 measure.

Alternative investments:

The recorded market price for alternative investments is at the fund’s NAV estimated by the individual investment manager of the fund taking into account such factors as the financial condition of each investee, economic and market conditions affecting their operations, any changes in management, the length of time since the initial investment, recent arm’s-length transactions involving the securities of the investee, the value of similar securities issued by companies in the same or similar businesses, the underlying investments held by the fund and limited marketability of the portfolio. The fair value in such investments is subject to review by the Foundation and independent annual financial statement audits of these investments. The resulting fair value estimates for these alternative investments are levels 2 and 3.

For level 3 assets, the Foundation’s management in consultation with its investment committee and a third-party investment advisory firm, determines the fair value measurement valuation policies and procedures. At least annually, management and the investment committee determine whether the current valuation techniques used in the fair value measurements are still appropriate and evaluate and adjust unobservable inputs used in the fair value measurements based on current market conditions and third-party information. There were no changes in the valuation techniques during 2014 and 2013.

The preceding methods described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Foundation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

The following tables set forth by level within the fair value hierarchy the Foundation's assets accounted for at fair value on a recurring basis as of September 30, 2014 and 2013:

	Fair value at September 30, 2014	Fair value measurements at September 30, 2014 using:		
		Quoted prices in active markets for identical assets (Level 1 inputs)	Significant other observable inputs (Level 2 inputs)	Significant unobservable inputs (Level 3 inputs)
Investments:				
Equity securities mutual funds and exchange traded funds:				
U.S. large cap equity	\$ 7,735,366	\$ 7,735,366	\$ -	\$ -
U.S. mid-cap equity	2,388,450	2,388,450	-	-
Europe, Asia and Far East equity	4,540,415	4,540,415	-	-
Japanese large cap equity	387,992	387,992	-	-
Asia ex-Japan Equity	1,418,658	1,418,658	-	-
Emerging markets equity	1,435,222	1,435,222	-	-
	<u>17,906,103</u>	<u>17,906,103</u>	<u>-</u>	<u>-</u>
Fixed income:				
U.S. fixed income funds	6,784,028	6,784,028	-	-
Non U.S. fixed income funds	297,835	297,835	-	-
	<u>7,081,863</u>	<u>7,081,863</u>	<u>-</u>	<u>-</u>
Marketable alternative funds:				
Real estate and infrastructure	1,683,825	1,683,825	-	-
Hard assets	1,140,702	1,140,702	-	-
	<u>2,824,527</u>	<u>2,824,527</u>	<u>-</u>	<u>-</u>
Alternative instruments	6,952,735	-	265,000	6,687,735
	<u>\$ 34,765,228</u>	<u>\$ 27,812,493</u>	<u>\$ 265,000</u>	<u>\$ 6,687,735</u>

	Fair value measurements at September 30, 2013 using:			
	Fair value at September 30, 2013	Quoted prices in active markets for identical assets (Level 1 inputs)	Significant other observable inputs (Level 2 inputs)	Significant unobservable inputs (Level 3 inputs)
Investments:				
Equity stock and funds including stocks, mutual funds and ETFs:				
U.S. large cap equity	\$ 6,108,902	\$ 6,108,902	\$ -	\$ -
U.S. mid-cap equity	1,680,756	1,680,756	-	-
Europe, Asia and Far East equity	2,561,494	2,561,494	-	-
Asia ex-Japan Equity	824,137	824,137	-	-
Emerging markets equity	964,164	964,164	-	-
	<u>12,139,453</u>	<u>12,139,453</u>	<u>-</u>	<u>-</u>
Fixed income:				
U.S. fixed income funds	5,225,059	5,225,059	-	-
Non U.S. fixed income funds	528,869	528,869	-	-
U.S. Treasury bonds	527,632	-	527,632	-
Agency bonds	1,950,876	-	1,950,876	-
Certificates of deposit	2,951,669	-	2,951,669	-
	<u>11,184,105</u>	<u>5,753,928</u>	<u>5,430,177</u>	<u>-</u>
Marketable alternative funds:				
Real estate and infrastructure	1,167,346	1,167,346	-	-
Hard assets	1,105,886	1,105,886	-	-
Hedge funds	1,137,364	1,137,364	-	-
	<u>3,410,596</u>	<u>3,410,596</u>	<u>-</u>	<u>-</u>
Alternative instruments	4,422,792	-	101,760	4,321,032
	<u>\$ 31,156,946</u>	<u>\$ 21,303,977</u>	<u>\$ 5,531,937</u>	<u>\$ 4,321,032</u>

Investments, described in Note 3, are held at fair value and included in the table above except cash and cash equivalents totaling \$1,481,846 and \$3,286,893 at September 30, 2014 and 2013, respectively which are held by the investment manager for investment.

The following is a description of the alternative investments held by the Foundation:

The Foundation has an alternative investment in a private equity partnership of \$714,980 and \$714,937 as of September 30, 2014 and 2013, respectively. The Foundation has committed a total of \$1,000,000 and has unfunded commitments as of September 30, 2014 and 2013 of \$174,522 and \$204,522, respectively. This partnership invests in twenty-four private equity partnerships whose objectives are to achieve diversification within the private equity asset classes (including, without limitation, investments relating to buy-outs, buy-ins, build ups, recapitalizations, consolidations and other acquisition transactions, investments that provide capital for business growth or fundamental business change, investments in financially or operationally troubled companies, investments involving other corporate finance transactions and venture capital investments). The partnership will terminate upon the earlier of 15 years from the date the Partnership commenced or upon termination of the investments in the underlying partnerships.

The Foundation has an alternative investment in a multi-strategy hedge fund of \$5,972,755 and \$3,606,095 as of September 30, 2014 and 2013, respectively. The fund's investment objective is to generate consistent capital appreciation over the long term, with relatively low volatility and low correlation with traditional and fixed income markets. The fund has no committed amounts and redemption of shares can, at the fund manager's discretion, be accepted quarterly at the fund's NAV.

The Foundation has alternative investments in various hard energy and mineral assets of \$265,000 and \$101,760 as of September 30, 2014 and 2013, respectively. These investments do not trade in active markets on the measurement date. Therefore, these investments are valued using inputs including yields currently available on comparable assets of issuers, recent market price quotations (where observable), and fundamental data relating to the issuer. The resulting fair value estimate is a level 2 measure. There are no committed amounts for these investments.

In September 2014, the Foundation made a \$500,000 commitment to a newly formed alternative investment fund. As of September 30, 2014, there have been no capital contributions to this fund.

The following table illustrates the activity of Level 3 assets measured at fair value on a recurring basis for the years ended September 30, 2014 and 2013:

	Alternative Investment in Private Equity Partnership	Alternative Investment in Multi- Strategy Hedge Fund	Total
Fair value at September 30, 2012	\$ 718,454	\$ -	\$ 718,454
Purchases	-	3,535,000	3,535,000
Sales/distributions	(85,967)	-	(85,967)
Unrealized gains	82,450	71,095	153,545
Fair value at September 30, 2013	<u>\$ 714,937</u>	<u>\$ 3,606,095</u>	<u>\$ 4,321,032</u>
Purchases	30,000	1,985,000	2,015,000
Sales/distributions	(125,000)	-	(125,000)
Unrealized gains	95,043	381,660	476,703
Fair value at September 30, 2014	<u>\$ 714,980</u>	<u>\$ 5,972,755</u>	<u>\$ 6,687,735</u>

Unrealized gains and losses for each year are allocated between temporarily restricted change in net assets and unrestricted change in net assets based on the ratio of temporarily restricted and permanently restricted net assets and unrestricted net assets to total net assets at the end of each reporting period. There were no transfers into or out of Level 3 during the years ended September 30, 2014 and 2013. The Foundation recognizes transfers between levels in the fair value hierarchy at the end of the reporting period.

5. Restrictions on Net Assets

At September 30, unrestricted net assets consist of the following:

	<u>2014</u>	<u>2013</u>
Board restricted endowment for Cancer Chairs Fund	\$ 1,075,233	\$ 1,055,708
Board designated for Joe R. Utley Heart Resource Center	184,806	226,035
Unrestricted net assets	<u>18,161,243</u>	<u>16,991,231</u>
	<u>\$ 19,421,282</u>	<u>\$ 18,272,974</u>

At September 30, temporarily restricted net assets and permanently restricted net assets consist of the following:

	<u>2014</u>		
	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Totals</u>
Cancer designated funds	\$ 14,257,154	\$ -	\$ 14,257,154
Heart services funds	1,373,370	26,719	1,400,089
Hospice funds	912,159	-	912,159
Community health funds	1,562,920	-	1,562,920
Healing arts fund	551,926	-	551,926
Education funds	597,830	289,451	887,281
Children's funds	752,157	-	752,157
Women's services funds	221,166	-	221,166
Facility improvement funds	315,316	-	315,316
	<u>\$ 20,543,998</u>	<u>\$ 316,170</u>	<u>\$ 20,860,168</u>

	<u>2013</u>		
	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Totals</u>
Cancer designated funds	\$ 14,015,495	\$ -	\$ 14,015,495
Heart services funds	1,326,272	26,619	1,352,891
Hospice funds	829,243	-	829,243
Community health funds	1,387,650	-	1,387,650
Healing arts fund	510,245	-	510,245
Education funds	537,348	286,672	824,020
Children's funds	592,860	-	592,860
Women's services funds	201,929	-	201,929
Facility improvement funds	252,058	-	252,058
	<u>\$ 19,653,100</u>	<u>\$ 313,291</u>	<u>\$ 19,966,391</u>

6. **Endowment Funds**

The Foundation's endowment funds consist of ten individual donor-restricted funds established for a variety of purposes which are classified as permanently restricted and funds designated by the Board of Trustees to function as an endowment for the support of the Cancer Chairs Fund. Net assets associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law

Management has interpreted the South Carolina's Uniform Prudent Management of Institutional Funds Act ("UPMIFA") as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, The Foundation has classified as permanently restricted net assets (a) the original value of gifts donated to the permanent

endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction in the applicable gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) The duration and preservation of the endowment fund;
- (2) The purposes of the Foundation and the donor-restricted endowment fund;
- (3) General economic conditions;
- (4) The possible effect of inflation and deflation;
- (5) The expected total return from income and the appreciation of investments;
- (6) The investment policies of the Foundation.

Funds with Deficiencies

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Foundation to retain as a fund of perpetual duration. There were no deficiencies of this nature that are reported in unrestricted net assets as of September 30, 2014 and 2013.

Return Objectives and Risk Parameters

The Foundation has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowments while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Foundation must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under this policy, as approved by the Board of Trustees, the endowment assets are invested in a manner that is intended to produce results that allow for growth of the corpus while minimizing the fluctuations in the value of the portfolio to meet the payout obligations as approved by the Board of Trustees. The price and yield results of the Foundation's portfolio are compared to a number of indices which include the S&P 500 index and others as approved by the Board of Trustees. The Foundation expects its endowment funds, over time, to provide an average rate of return of approximately 2-10 percent annually. Actual returns in any given year may vary from this amount.

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives, the Foundation relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Foundation targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

Spending Policy and How the Investment Objectives Relate to the Spending Policy

The Foundation policy is to appropriate for distribution each year 4% percent of its endowment fund's value at the end of the fiscal year preceding the fiscal year in which the distribution is planned. In establishing this policy, the Foundation considered the long-term expected return on its endowment. Accordingly, over the long term, the Foundation expects the current spending policy to allow its endowment to grow at the rate of inflation annually. This is consistent with the Foundation's objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term as well as to provide additional real growth through new gifts and investment return.

Endowment net asset composition by type of fund as of September 30, 2014 is as follows:

	<u>2014</u>			<u>Total</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	
Donor-restricted endowment funds	\$ -	\$ 103,943	\$ 316,170	\$ 420,113
Board designated endowment funds	1,075,233	-	-	1,075,233
Total funds	<u>\$ 1,075,233</u>	<u>\$ 103,943</u>	<u>\$ 316,170</u>	<u>\$ 1,495,346</u>

Changes in endowment net assets by type of fund for the year ended September 30, 2014 are as follows:

	<u>2014</u>			<u>Total</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	
Endowment net assets, September 30, 2013	\$ 1,055,708	\$ 97,831	\$ 313,291	\$ 1,466,830
Investment return:				
Investment income	18,271	5,574	-	23,845
Net appreciation	1,254	13,646	-	14,900
Total investment return	19,525	19,220	-	38,745
Appropriation of endowment assets for expenditure	-	(13,108)	-	(13,108)
Contributions	-	-	2,879	2,879
Endowment net assets, September 30, 2014	<u>\$ 1,075,233</u>	<u>\$ 103,943</u>	<u>\$ 316,170</u>	<u>\$ 1,495,346</u>

Endowment net asset composition by type of fund as of September 30, 2013 is as follows:

	<u>2013</u>			<u>Total</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	
Donor-restricted endowment funds	\$ -	\$ 97,831	\$ 313,291	\$ 411,122
Board designated endowment funds	1,055,708	-	-	1,055,708
Total funds	<u>\$ 1,055,708</u>	<u>\$ 97,831</u>	<u>\$ 313,291</u>	<u>\$ 1,466,830</u>

Changes in endowment net assets by type of fund for the year ended September 30, 2013 are as follows:

	<u>2013</u>			<u>Total</u>
	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	
Endowment net assets, September 30, 2012	\$ 1,063,870	\$ 69,656	\$ 348,032	\$ 1,481,558
Investment return:				
Investment income	21,554	13,022	-	34,576
Net appreciation	(29,716)	34,433	-	4,717
Total investment return	(8,162)	47,455	-	39,293
Appropriation of endowment assets for expenditure	-	(19,280)	-	(19,280)
Transfers – donor release of permanent restriction	-	-	(37,973)	(37,973)
Contributions	-	-	3,232	3,232
Endowment net assets, September 30, 2013	<u>\$ 1,055,708</u>	<u>\$ 97,831</u>	<u>\$ 313,291</u>	<u>\$ 1,466,830</u>

7. **Related Party Transactions**

Spartanburg Regional Healthcare System pays substantially all the operating expenses on behalf of the Foundation. The District paid \$1,238,719 and \$1,199,828 in 2014 and 2013, respectively, on behalf of the Foundation, which has been recorded in the financial statements as a contribution. In addition, the System provides office space to the Foundation. The System has estimated the fair value of the office space to be approximately \$71,000 and \$46,000 for the years ended September 30, 2014 and 2013, respectively, which has been recorded in the financial statements as a contribution.

The Foundation released from temporarily restricted net assets \$2,046,236 and \$2,087,330 to support the District's initiatives in 2014 and 2013, respectively. In addition, the Foundation issues grants to the District with \$500,051 and \$497,578 granted during 2014 and 2013, respectively. Included in grants payable is \$71,132 and \$367,943 due to the District at September 30, 2014 and 2013, respectively.

The Foundation has a long-term pledge receivable from the District with a balance net of discount of \$2,798,389 and \$2,697,584 as of September 30, 2014 and 2013.

8. **Executive Liability Insurance**

The Foundation is not currently involved in any material litigation related to executive liability claims. Management believes if any claims occur in the future, they will be settled within the limits of coverage, which is on claims-made basis, with insurance limits of \$1,000,000 per claim and \$3,000,000 in aggregate. The Foundation's executive liability insurance is a claims-made policy. Should this policy lapse and not be replaced with equivalent coverage, claims based upon occurrence during its term, but reported subsequent thereto, will be uninsured.

9. **Subsequent Events**

The Foundation evaluated the effect subsequent events would have on the financial statements through December 18, 2014, which is the date the financial statements were available to be issued.

Report to the Board of Trustees of

Spartanburg Regional Healthcare System Foundation

September 30, 2014 and 2013



DIXON HUGHES GOODMAN^{LLP}

positively unique



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DIXON HUGHES GOODMAN

Contacts

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To the Board of Trustees

Spartanburg Regional Healthcare System Foundation

We have audited the financial statements of Spartanburg Regional Healthcare System Foundation (the "Foundation") as of and for the years ended September 30, 2014 and 2013, and have issued our report thereon dated December 18, 2014. Professional standards require that we provide you with information about our responsibilities in accordance with auditing standards generally accepted in the United States of America, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our planning meeting on September 23, 2014. Professional standards also require that we communicate to you the following information related to our audits.

Significant Audit Results

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Foundation are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended September 30, 2014. We noted no transactions entered into by the Foundation during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

Allowance for doubtful pledges receivable

Management's estimate of the allowance for doubtful pledges receivable relating to unconditional promises to give is based upon an analysis of the aging of the unconditional promises to give as of the date of the statement of financial position and historical collection data. We evaluated the key factors and assumptions used to develop the allowance for doubtful accounts and determined that they are reasonable in relation to the financial statements as a whole.





Discount on Long-Term Pledges Receivable

Management's estimate of the discount on long-term pledges receivable is based on the difference between the total pledge and present value of the expected cash flows using a risk-free rate of return. We evaluated the key factors and assumptions used to develop the discount on long-term pledges receivable and determined that they are reasonable in relation to the financial statements taken as a whole.

Valuation of Investments

Management's estimate of the fair value of investments is based on current market value and other observable and unobservable inputs depending on the type of investment. We reviewed management's methodology related to valuing the investments and determined that they are reasonable in relation to the financial statements taken as a whole.

Difficulties Encountered in Performing the Audit

We encountered no difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. There were no corrected or uncorrected misstatements of the financial statements.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter included in Appendix A.





Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Foundation’s financial statements or a determination of the type of auditors’ opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Foundation’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of the Board of Trustees and management of the Foundation and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,

DIXON HUGHES GOODMAN LLP

Dixon Hughes Goodman LLP

December 18, 2014





DIXON HUGHES GOODMAN

Appendix A – Management Representation Letter





December 18, 2014

Dixon Hughes Goodman LLP
11 Brendan Way, Suite 200
Greenville, SC 29616

We are providing this letter in connection with your audits of the financial statements of Spartanburg Regional Healthcare System Foundation (the "Foundation"), which comprise the statement of financial position as of September 30, 2014 and 2013, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements, for the purpose of expressing an opinion as to whether the financial statements present fairly, in all material respects, in accordance with accounting principles generally accepted in the United States ("U.S. GAAP").

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of the date of this letter, the following representations made to you during your audits.

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated May 14, 2014, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
2. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
4. The following have been properly accounted for and disclosed in the financial statements:
 - a. Related-party relationships and transactions, including sales, purchases, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties.
 - b. Guarantees, whether written or oral, under which the Foundation is contingently liable.
 - c. Other liabilities or gain or loss contingencies

5. Significant estimates that may be subject to a material change in the near term have been properly disclosed in the financial statements. We understand that “near term” means the period within one year of the date of the financial statements. In addition, we have no knowledge of concentrations existing at the date of the financial statements that make the Foundation vulnerable to the risk of severe impact that have not been properly disclosed in the financial statements.
6. Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
7. We are unaware of any uncorrected financial statement misstatements or omitted disclosures that are material, either individually or in the aggregate, to the financial statements taken as a whole.
8. We represent to you the following for the Foundation’s fair value measurements and disclosures:
 - a. The underlying assumptions are reasonable and they appropriately reflect management’s intent and ability to carry out its stated courses of action.
 - b. The measurement methods and related assumptions used in determining fair value are appropriate in the circumstances and have been consistently applied.
 - c. The disclosures related to fair values are complete, adequate, and in conformity with U.S. GAAP.
 - d. There are no subsequent events that require adjustments to the fair value measurements and disclosures included in the financial statements.
9. The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.

Information Provided

10. We have provided you with:
 - a. Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.
 - b. Additional information that you have requested from us for the purpose of the audit.
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence
 - d. Minutes of the meetings of Board of Trustees or summaries of actions of recent meetings for which minutes have not yet been prepared.
11. All transactions have been recorded in the accounting records and are reflected in the financial statements.

12. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
13. We have no knowledge of any fraud or suspected fraud affecting the Foundation involving—
 - a. Management
 - b. Employees who have significant roles in internal control, or
 - c. Others where the fraud could have a material effect on the financial statements
14. We have no knowledge of any allegations of fraud or suspected fraud affecting the Foundation's financial statements received in communications from employees, former employees, grantors, regulators, or others.
15. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
16. There have been no communications from regulatory agencies concerning noncompliance with or deficiencies in financial reporting practices.
17. We have disclosed to you the identity of the Foundation's related parties and all the related party relationships and transactions of which we are aware.
18. The Foundation has no plans or intentions that may materially affect the carrying value or classification of assets and liabilities.
19. We have complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
20. There are no:
 - a. Violations or possible violations of laws or regulations whose effects should be considered for disclosure in the financial statements or as a basis for recording a loss contingency.
 - b. Other liabilities or gain or loss contingencies that are required to be accrued or disclosed.
 - c. Designations of net assets disclosed to you that were not properly authorized and approved, or reclassifications of net assets that have not been properly reflected in the financial statements.
21. We are not aware of any pending or threatened litigation and claims whose effects should be considered when preparing the financial statements and we have not consulted legal counsel concerning litigation or claims.

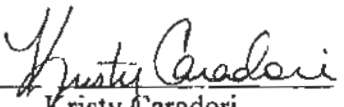


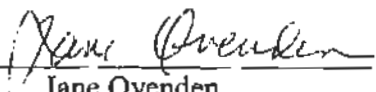
22. The Foundation has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
23. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us; and we have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts or other financial data significant to the audit objectives.
24. Pledges receivable recorded in the financial statements represent valid claims against donors for unconditional contributions arising on or before the statement of financial position date and have been reduced to their estimated net realizable value.
25. Grants payable recorded in the financial statements represent unconditional grants made to other organizations arising on or before the statement of financial position date.
26. With regard to the Foundation's alternative investment portfolio:
 - a. We believe that amounts reported as the estimated fair value of the Foundation's alternative investments have been determined in accordance with appropriate measurement methods and reflect the estimated fair value of such investments;
 - b. The methods and significant assumptions used to determine estimated fair values have been appropriately and consistently applied and are adequately disclosed in the notes to the consolidated financial statements. The methods and significant assumptions used result in a measure of fair value appropriate for the financial statement measurement and disclosure purposes;
 - c. The Foundation has the intent and ability to continue to satisfy contractual commitments related to the future funding of alternative investments as required by the underlying investment agreements. Additionally, the Foundation has the intent and ability to maintain existing investments in alternative investments to comply with contractual obligations with the underlying fund manager, partnership, etc.
 - d. Disclosures regarding the methods for estimating the fair value of alternative investments, along with disclosures regarding the marketability and liquidation restrictions of such investments, are complete and accurately describe the Foundation's alternative investment portfolio.




Spartanburg Regional
Foundation

27. Spartanburg Regional Healthcare System Foundation is an exempt organization under Section 501 (C) (3) of the Internal Revenue Code. Any activities, of which we are aware that would jeopardize the Foundation's tax-exempt status and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
28. The Foundation recognizes tax benefits only to the extent that the Foundation believes it is more-likely-than-not (i.e. greater than 50 percent) that its tax positions will be sustained upon examination. We have evaluated the Foundation's tax positions, including its not-for-profit status and unrelated business income, and have determined that the Foundation does not have any material uncertain tax positions.
29. We have complied with all restrictions on resources (including donor restrictions) and all aspects of contractual and grant agreements that would have a material effect on the financial statements in the event of noncompliance. This includes complying with donor requirements to maintain a specific asset composition necessary to satisfy their restrictions.
30. As part of your audit, you prepared the financial statements and related notes. We have designated a competent management-level individual to oversee your services and have made all management decisions and performed all management functions. We have reviewed, approved, and accepted responsibility for those financial statements and related notes including certain footnote reclassifications of 2013 footnote information to conform with the 2014 footnote presentation.
31. We have evaluated subsequent events through the date of this letter, which is the date the financial statements were available to be issued. No events have occurred subsequent to the statement of financial position date and through the date of this letter that would require adjustment to or disclosure in the aforementioned financial statements except as made known to you and as disclosed in the financial statements.

Signed: 
Kristy Caradori
Executive Director

Signed: 
Jane Ovenden
Director of Operations

Signed: 
Kristi Ward
Financial Analyst

Level 1 Home Care (HCL 1)

7.22 Staffing

Having access to transportation can impact the quality of life for older Americans; without it, the ability to live independently is jeopardized. Spartanburg Regional Foundation's proposal for Level 1 Home Care addresses the need for transportation to medical appointments and utilizes the Spartanburg Regional Transportation Service Bureau to deliver that service. Spartanburg Regional's transportation system is recognized as one of the best transit organizations in the country. All drivers are medical-affiliated personnel who receive basic first aid training, CPT, and PASS training (passenger assistance training as well as Defensive Driving Certification).

7.23 HCL 1 Experience

The Regional Transportation Service Bureau has provided Transportation Services to seniors for nearly 25 years; and in 2014, provided an average of 1809 trips each month. Currently, the Regional Transportation Service provides the transportation for Spartanburg County seniors participating in the congregate dining opportunities funded under Title III of the Older Americans Act and the SC State Unit on Aging.

Spartanburg Regional has managed the county's transportation system since 1987. The results have been increased services and increased cost efficiencies through consolidation of services. In one year, the system increased the number of trips provided to the public from 11,000 to more than 100,000.

7.24 HCL 1 Service Delivery Plan

The Regional Transportation System will use wheelchair-equipped cutaway buses to provide rides to medical appointments five days a week with service to the entire county. Transportation will include door to door service and can accommodate disabled passengers as well as ambulatory seniors and their companion or caregiver should the senior wish to have someone else along for the trip. The Administrative Assistant will serve as the point of contact for requesting transportation services and will be responsible for maintaining the documentation of eligibility. The Administrative Assistant will be billed monthly by Regional Transportation and will be provided a listing of the clients transported, including date of service, time and mileage charges.

For purposes of this RFP response and the associated budget, we are assuming that Spartanburg Regional Transportation will provide 30,000 miles of travel and the unit cost is based miles.

7.25 Level 1 Home Care Community Involvement/Expansion of Service

The transportation services provided will be publicized at congregate dining sites, through the Spartanburg County Parks and Recreation website, and to home delivered meal recipients.

Spartanburg Regional Transportation is positioned to offer qualifying county residents transportation for needs outside the congregate dining transportation or the medical appointment visits involved in this Level 1 Home Care proposal through their Dial-A-Ride service.

The Administrative Assistant will be educated about additional services and programs available for Spartanburg County Seniors and will be able to refer participants to those programs as needs are identified by the customer, the drivers, or other involved staff. In addition, the partners for this proposal represent a strong group of providers to seniors and have access to an extensive network of options ranging from free medical clinics to health screenings to day trips and senior bowling teams.

Budget and Unit Cost Calculations

Offeror: Spartanburg Regional Foundation

Geographic Area: Spartanburg County

RFP#: A2PAAA/ADRC 2015-1

Item #	SERVICE Delivery Costs: (Enter data in Green Cells Only)	100% Budget (All Svcs)	Group Dining Meals	Assessments	Home Delivered Meals	Transport	Legal Assistance Program	Health Promotion	
1	Personnel Salaries	172,623.00	68,112.00	87,483.00	0.00	8,514.00	0.00	8,514.00	Salary and fringe is for 15 month grant period. This funds "Site Coordinators" at four group dining sites.
2	Fringe Benefits	56,371.00	14,303.20	38,482.00	0.00	1,787.90	0.00	1,787.90	
3	Travel (for service delivery)	219,800.00	0.00	0.00	0.00	219,800.00	0.00	0.00	Assessment Salaries and Fringe benefits are for the Assistant Program Coordinator and Administrative Assistant. They will perform assessments, train Site Coordinators and perform miscellaneous administrative tasks associated with regulatory compliance.
4	Training (include training related staff travel)	2,500.00	0.00	0.00	0.00	0.00	0.00	2,500.00	
5	Facility/Building cost	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
6	Utilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
7	Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
8	Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
9	Supplies	20,000.00	15,000.00	0.00	0.00	0.00	0.00	5,000.00	
10	Raw Food/Meal Cost (Nutrition Svcs only)	235,491.00	79,747.00	0.00	155,744.00	0.00	0.00	0.00	includes 100 group dining meals/day (25 participants at four sites) x 314 days x \$2.48/meal, plus 200 home delivered meals, delivered by volunteers x 314 days x \$2.48/meal, plus (for inclement weather), 100 shelf-stable meals x 5 days x \$3.75/meal.
11	Other Travel for Assessment of Homebound	12,000.00	0.00	12,000.00	0.00	0.00	0.00	0.00	
12	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
13	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
14	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
15	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
16	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
17	Subtotal - Service Provision Costs	716,785.00	177,162.20	137,975.00	155,744.00	230,101.90	0.00	17,901.90	
Management (Indirect/Overhead) Costs									
18	Personnel Salaries	72,583.00	49,437.25	0.00	8,090.00	1,500.00	0.00	13,545.75	This is for the Program Coordinator and Foundation personnel support for the 15 month grant period.
19	Fringe Benefits	31,198.00	21,352.00	0.00	3,200.00	600.00	0.00	5,884.00	
20	Other Overhead/Indirect Costs (include all)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
21	Other: (specify)	35,000.00	24,500.00	0.00	6,750.00	0.00	0.00	1,750.00	Funding for PT Project Director for grant period.
22	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
23	Subtotal - Mgmt (Indirect/Overhead) Costs	138,719.00	95,289.25	0.00	19,950.00	2,100.00	0.00	21,379.75	
Case Management/Assessment Costs									
24	Personnel Salaries	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
25	Fringe Benefits	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
26	Contractual (Case Mgmt/Assessment only)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
27	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
28	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
29	Other: (specify)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
30	Subtotal - Case MGMT/Assessment Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
31	Other Contractual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
32	Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
33	TOTAL OPERATING BUDGET	857,504.00	272,451.45	137,975.00	175,694.00	232,201.90	0.00	38,181.65	

34	Fringe Rate as % Of Salaries	30.33%	44.00%	40.00%	23.85%	#DIV/0!	35.07%
35	Projected Total # of Units	31,400		62,800	140,800	0	21,588
35	Actual Unit Cost	\$8.677	#DIV/0!	\$2.796	\$1.659	#DIV/0!	\$1.783

Matching Requirements								
37	Minimum Required Match (10%) is:	65,790.40	27,248.15	13,797.50	17,589.40	23,230.18	0.00	3,918.17
38	Total Cash Match (provide detail)	60,000.00	60,000.00	0.00	0.00	0.00	0.00	0.00
39	Total In-Kind Cash Equivalent (provide detail)	64,089.25	70,789.25	0.00	11,200.00	2,100.00	0.00	19,629.75
40	Subtotal - Available Match	144,089.25	130,789.25	0.00	11,200.00	2,100.00	0.00	19,629.75
41	Minimum Match Requirement Met?	YES	YES	NO	NO	NO	NO	YES

The cash match will be provided by United Way Spartanburg County and Spartanburg Regional Foundation contribution of in-kind, cash-equivalent services include Program Coordinator's salary and fringe, Contract Administrator and support staff, transportation for program coordinator, office space and furniture, equipment and office supplies for program. The match is applied to group dining, home delivered meals and transportation. The value of donated community center space for group dining and volunteer-delivered home delivered meals is not included.

Net Unit Cost (Actual - Applied Match) \$7.809 \$1.977 \$2.518 \$1.493 #DIV/0! \$1.604

Note: The operating budget for GDS and Transportation assumes operation 5 days each week at four locations: TW Edwards Center in Pacolet, Woodruff Leisure Center, the City of Spartanburg's Northwest Community Center, and Timken Community Center.							
Method used to track "Time Spent on the Job" must be explained for positions less than 100%.							

Total salaries \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

Fringe Benefits - Based on Salaries Paid	Percentage	Total \$	Total \$	Total \$	Total \$	Total \$
FICA (Fed. Ins Contributions/Social Security)						
FUTA (Unemployment)						
SUI (State)						
Workman's Compensation						
Medical benefits						
Vacation/Leave Time						
Other (identify)						
Other (identify)						
Total Fringe Benefits Cost		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Other Contractual Costs	Total \$	Total \$	Total \$	Total \$	Total \$
List all subcontracts with a brief description and amount					
Total Travel Cost	\$0.00	\$0.00	\$0.00	\$1,000	\$0.00

32		0.00												
33	TOTAL OPERATING BUDGET	304,804.00	277,451.45	135,580.00	175,694.00	212,201.90	48,575.00	39,487.55						

34	Fringe Rate as % Of Salaries	30.33%	44.56%	40.00%	23.85%	20.15%	35.07%
35	Projected Total # of Units	31,400		62,800	140,000	30,000	21,980
36	Actual Unit Cost	\$8.677	#DIV/0!	\$2.798	\$1.659	\$1.651	\$1.783

Matching Requirements

37	Minimum Required Match (10 %)	\$0,400.40	27,245.15	13,556.00	17,569.40	23,220.19	4,951.50	3,918.17
38	Total Cash Match (provide detail)	60,000.00	60,000.00	0.00	0.00	0.00	0.00	0.00
39	Total In-Kind Cash Equivalent (provide detail)	84,089.25	70,789.25	0.00	11,200.00	2,100.00	0.00	19,629.75
40	Subtotal - Available Match	144,089.25	130,789.25	0.00	11,200.00	2,100.00	0.00	19,629.75
41	Minimum Match Requirement Met?	YES	YES	NO	NO	NO	NO	YES

The cash match will be provided by United Way Spartanburg County and Spartanburg Regional Foundation contribution of in-kind, cash-equivalent services include Program Coordinator's salary and fringe, Contract Administrator and support staff, transportation for program coordinator, office space and furniture, equipment and office supplies for program. The match is applied to group dining, home delivered meals and transportation. The value of donated community center space for group dining and volunteer delivered home delivered meals is not included.

Net Unit Cost (Actual - Applied Match) \$7.809 \$1.943 \$2.518 \$1.493 \$1.485 \$1.804

Note: The operating budget for GDS and Transportation assumes operation 5 days each week at four locations: TW Edwards Center in Pacolet, Woodruff Leisure Center, the City of Spartanburg's Northwest Community Center, and Timken Community Center.

Method used to track "Time Spent on the Job" must be explained for positions less than 100%.

Total salaries \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

Fringe Benefits - Based on Salaries Paid	Percentage	Total \$	Total \$	Total \$	Total \$	Total \$
FICA (Fed. Ins Contributions/Social Security)						
FUTA (Unemployment)						
SUI (State)						
Workman's Compensation						
Medical benefits						
Vacation/Leave Time						
Other (identify)						
Other (identify)						
Total Fringe Benefits Cost		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Direct Costs - "Other" Program Costs	Total \$	Total \$	Total \$	Total \$	Total \$
Line 11: travel for assessment of homebound customers	\$12,000.00				
List all "Other" program costs with a brief description					
Total "Other" Cost	\$12,000.00	\$0.00	\$0.00	\$0.00	\$0.00

Direct Costs - Equipment	Total \$	Total \$	Total \$	Total \$	Total \$
List all Equipment with a brief description and amount					
Total Travel Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Direct Costs - Training	Total \$	Total \$	Total \$	Total \$	Total \$
Anticipated training for 4 providers offering the Evidence Based Health Promotion programs.					\$2,500.00
List training/center/etc. cost, # of staff attending and justification					
Total Training Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$2,500.00

Direct Costs - Travel (limited to SC State reimbursement rates)	Total \$	Total \$	Total \$	Total \$	Total \$
Transport is 140,000 miles for the grant period x \$1.57/mile			\$219,800.00		
Transport is 30,000 miles for the grant period x \$1.57 mile				\$47,100.00	
List mileage, rate per mile, per diem food and lodging, and justification of travel					
Total Travel Cost	\$0.00	\$0.00	\$219,800.00	\$47,100.00	\$0.00

Other Contractual Costs	Total \$	Total \$	Total \$	Total \$	Total \$	
List all subcontracts with a brief description and amount						
Total Travel Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	