

Piedras Blancas Light Station Association
Minutes
Rabobank Conference Room - Cambria, CA
July 25, 2018

Board Members in attendance: David Cooper (Chair), Tim Postiff (Vice Chair), Harry Thorpe (Secretary/Treasurer), Jim Harris, Gary O'Neill, Zale Schuster

Board Members absent: John Brass

Others present: Holly Gant (PBLSA), Ryan Cooper (BLM)

David Cooper called the meeting to order at 6:00 pm

Announcements- *M/S/P approved via 7/6/18 email Items 1 and 2 of proposal to finish work on the Fog Signal Building submitted by Wellsona Engineering.*

Approval of the Agenda: Agenda was approved with consensus.

Reports:

1. Secretary Report – *M/S/P Minutes of June 25, 2018 approved.*
2. Financial Status and Treasurer's Report - See report. Gary asked if we need to keep a minimum in our accounts. Harry stated there are no set rules for nonprofits. Harry hopes the cooperative agreement will reimburse us for the final payment of the FSB.
3. Gift Shop Report- See report. Holly said a lot of visitors comment about the variety of items for sale in the gift shop and how nice it looks. The lighthouse models are being painted now.
4. BLM Update- See report. Coop agreement includes \$25,000 for FSB finishing efforts. Ranch Wi-Fi will be installing a dedicated line for the light station
5. Fog Signal Building Restoration– See report.
6. Tower Report - See report.
7. Power Line Report – See report. Harry asked if the CA Coastal Commission could help with funding. Jim got in touch with MGE Underground and noted that they have worked with PG&E and will get an estimate for a design report in a week.
8. Membership Report- See report. Harry recommends a membership drive in the future. Holly will put out a prominent display in the gift shop for joining the association.
9. Fresnel Lens Update – See report. Board consensus is that Zale is approved to move ahead with planning the lens cleaning and will support Tom Kennedy in his fabrication of stationary lens jacks.

Old Business:

1. Capital Campaign: Grants Report – See report. *M/S/P PBLSA asks Jim and Holly to be liaisons for SLOCF BUILD Grant with Holly to submit app for \$2,500 to cover SPOKES membership and use remainder for developing capital campaign using SPOKES Capital Campaign 101.*
2. FSB Engine - Gary is trying get back in touch with the FSB engine owner so he can take photos of the engine so we can print a life-size display for the FSB.
3. FSB Interior Work- Tim said John Bogacki is willing to do a seminar about the FSB history for our volunteers. The interior must adhere to historical designs. John says that the interior is up to us on how we want it to be used and how it looks. We can use modern lighting to highlight the interior. He was in favor of leaving the marks and age left in the floor. *M/S/P approved Items 3 and 4 are of fiscal importance with the*

understanding that the park manager determines appropriate historical correctness and has final approval.

New Business:

1. Hops for the Top- Ryan has tasked the interns with planning the event. Ryan would like to have board help with donations for auction items and food/beverages.
2. ACE Interns- Board agreed to fund ACE interns if needed.

Board meeting adjourned at 7:40 pm

Minutes recorded by Holly Gant

Appendix 1: Treasurer's Report 7/25/18 – Harry Thorpe

TREASURER'S REPORT for June 2018

1. OPERATIONS INCOME: Last Month: \$4,114.89 YTD: \$29,023.66

PROFIT: Last Month: <\$579.66>* YTD: \$2,250.16**

TOWER RESTORATION FUND BALANCE: \$1,637

BLM SUPPORT EXPENSE: Last Month: None YTD: \$8,052.06

BALANCES: PP Bank: \$13,015.01 ASAP: \$25,726.00

* Excluded -- FSB: \$38,955, Depreciation (SA): \$750, Amortization (SA): \$333.50

**Excluded – Total: \$135,813.36

2. INVESTMENT BALANCE – FIDELITY INVESTMENTS

<i>Month</i>	<i>Beg Bal</i>	<i>Market Chg</i>	<i>Div/Int</i>	<i>Deposit</i>	<i>W/D</i>	<i>Ending Bal</i>
June 2018	529,142.41	<1,675.46>	1,941.52	--	<38,000>	491,408.50
May 2018	523,697.55	4,374.13	1,070.73	--	--	529,142.41
Apr 2018	523,069.73	<371.60>	999.42	--	--	523,697.55

3. OTHER:

- Reviewed May/June transactions – made adjustments and revised May report.
- Sold Pimco mutual funds @ \$42,000.
- Transferred \$38,000 to Rabobank for FSB Phase 3.
- Wrote/delivered check to Wellsona.
- Revised SF424,A for FSB funding.
- Posted 6 months of amortization and depreciation.
- Continued monitoring of FSB progress – see status report.

Harry M. Thorpe, Jr.

TREASURER'S REPORT for May 2018 (Revised)

1. OPERATIONS INCOME: Last Month: \$4,785.00 YTD: \$24,908.77

PROFIT: Last Month: \$1,442.32* YTD: \$2,829.82**

TOWER RESTORATION FUND BALANCE: \$1,637

BLM SUPPORT EXPENSE: Last Month: \$2,623.66 YTD: \$8,052.06

BALANCES: PP Bank: \$13,015.01 ASAP: \$25,726.00

*Excluded -- FSB: \$83,825, PG&E: \$8,000

**Excluded -- Total: \$96,858.36

2. INVESTMENT BALANCE – FIDELITY INVESTMENTS

<i>Month</i>	<i>Beg Bal</i>	<i>Market Chg</i>	<i>Div/Int</i>	<i>Deposit</i>	<i>W/D</i>	<i>Ending Bal</i>
May 2018	523,697.55	4,374.13	1,070.73	--	--	529,142.41
Apr 2018	523,069.73	<371.60>	999.42	--	--	523,697.55
Mar 2018	613,730.13	<276.58>	936.98	--	90,000	523,069.73

3. OTHER:

- Reviewed April/May transactions – made adjustments and revised April report.
- Transferred \$2,118 from ASAP to Rabobank.
- Distributed checks for Wellsona and PG&E.
- Provided additional financial data for Hind grant.
- Continued monitoring of FSB progress – see status report.

Harry M. Thorpe, Jr.

Appendix 2: Gift Shop Report 7/25/18 – Holly Gant

NET SALES

	Jan	Feb	Mar	Apr	May	Jun
2011	884	1,009	1,354	2,517	1,435	2,216
2012	862	922	1,497	1,812	1,366	2,121
2013	1,848	1,270	1,931	2,849	2,208	3,407
2014	1,853	3,263	3,072	2,447	2,186	2,697
2015	2,873	2,278	2,512	2,604	2,783	3,628
2016	1,798	2,609	2,830	1,988	2,142	2,586
2017	2,196	1,461	2,678	3,909	2,864	3,350
2018	3,077	3,094	3,104	3,316	3,133	3,707

*Shaded month indicates lower sales than that same month last year

	Jul	Aug	Sep	Oct	Nov	Dec
2011	3,481	2,973	1,733	1,445	1,158	1,837
2012	3,718	3,725	1,951	2,653	1,207	1,344
2013	4,351	4,121	2,314	2,048	1,872	1,965
2014	3,838	4,283	3,045	2,528	1,412	1,635
2015	4,862	4,356	2,609	3,216	2,258	2,157
2016	4,861	3,410	2,716	2,647	1,930	2,103
2017	4,666	3,701	2,218	3,022	2,793	3,491
2018						

	TOTAL	Jan - Jun
2011	\$ 22,042	\$ 9,415
2012	\$ 23,178	\$ 8,580
2013	\$ 30,184	\$13,513
2014	\$ 32,259	\$15,518
2015	\$ 36,136	\$16,678
2016	\$ 31,620	\$13,953
2017	\$ 36,349	\$16,458
2018		\$19,431

Appendix 3: BLM Update 7/25/2018 – Ryan Cooper

Past Events

July Hike in Tour

Happened today!

Projects

Communication Tower:

CHP is live! The county was aiming their dish today and should be live soon.

Fog Signal Bldg. (FSB):

All the materials for the roof were delivered last week. Roof should be completed soon.

Special Events:

Hike in Tours	July 25 th and August 29 th (last Wednesday of the month)
August 25 th	Discovery Fair
September 1 st	Pinedorado
September 22 nd	Pacific Coast Wine Trail event
October 1 st	PBLS volunteers' trip to SB Maritime Museum
October 13 th	Hops for the Top

Educational Outreach:

Getting ready for next year.

Coop Agreement:

All paperwork is at the state office for the release of the money. The approver is on leave until the 1st of the month.

Asphalt Maintenance / Vault Toilet:

We have some extra funds to use and I was going to use it to chip seal the asphalt and install a two-hole vault toilet in the bottom parking lot. More details on timing to come.

Tour Numbers

Month	2014	2015	2016	2017	2018
October	637	605	516	500	506
November	622	503	474	357	481
December	404	464	426	273	829
January	661	731	623	266	396
February	573	570	572	284	591
March	696	754	560	502	537
April	663	616	581	666	684
May	432	629	352	572	362
June	658	916	521	787	732
July	1178	990	850	1125	937*
August	985	809	693	836	
September	601	481	442	437	
Total	8110	8068	6610	6605	

*partial month

Appendix 4: FSB Restoration 7/25/18 - Harry Thorpe

FOG SIGNAL BUILDING RESTORATION

Status Report as of July 22, 2018

All materials for the installation of the new roof have been delivered to the light station. The roof contractor should be starting installation next week.

Shoreline Engineering approved Wellsona's request to substitute Sharkskin Ultra SA Roofing Underlayment for the 30# felt originally proposed.

The Board approved Wellsona's FSB finishing proposal – items 1 and 2. BLM and SHPO approvals have been requested.

Funding for the roof installation (Phase 2) may require additional reserve funding by PBLSA since delays are occurring in obtaining final BLM signoff.

Harry M. Thorpe, Jr.

Appendix 5: Tower Update 7/25/18 – Jim Harris

Bruce Elster during a meeting on July 19 agreed that the basic design approach to the stabilization has matured to the point where the emphasis through the end of August will be on determining an estimated cost for its construction. Bruce will work with Dan Murphy to develop this estimate for the tower, and will work with his recommended architectural firm in San Francisco for an estimate for constructing the top three levels as a unit. This will require an initial site visit by them to the light station. Bruce will provide more details on the architectural firm and its schedule in the coming weeks. In addition, he is still considering contacting Joe Jakubik of the International Chimney Corporation for confirmation of the design and estimated costs.

On another note, Bruce provided an AutoCAD file of the light station site. An AutoCAD site map was requested by PG&E for its engineering work undergrounding the power lines to the station. We are in the process of working with PG&E to see if this site map can be modified and enhanced to satisfy their requirements from us as part of their engineering design process. We appreciate Bruce's assistance for helping resolve this issue.

Appendix 6: Power Lines Report 7/25/18- Jim Harris

The PG&E provided the PBLSA with the monthly billing data for 2017, along with other years – 2016 to June 2018. It is observed for reference that the yearly bill from PG&E was over \$9K for 2016 and over \$10K for 2017. This data was emailed to Brian French who is performing the power/energy analysis of the light station as part of a study to estimate the cost of providing an off-grid solar/battery storage option to being on-grid. Brian is currently pursuing getting an estimate from Electricraft, a local solar company who has experience with battery storage and solar system.

As previously reported, Bob Burke stated that he believes that the project is eligible for a rule 20b for the undergrounding. This means that cost will be shared/negotiated with SLO County, PG&E, and BLM/PBLSA, but will require meeting with SLO County Board of Supervisors and their staff. As soon as the future becomes clear, we will submit proposals for grants using the Instrumental opportunities to cover our costs.

We are currently working to provide PG&E with an AutoCAD site map that they have requested. Bruce Elster of Shoreline Engineering has an AutoCAD site map of the 19-acre light station, but it would have to be enhanced with a section of the area around the power line poles and access road from the light station to Highway 1. We are in the process of determining the requirements of PG&E for this augmented site map, and providing it; Bruce hopes that it will be a simple extension to existing file. I will be getting in touch with MGE Underground of Paso Robles, who has worked in the past with PG&E on undergrounding power lines. Hopefully, we can get beyond this hurdle in the next month so we can determine what are the future plans and expected cost to PBLSA for this project.

Regarding any of Bruce Elster's time on this project, I ask the board's concurrence that the PBLSA agree to have him just bill the hours to the existing tower study contract; Bruce so far says that he is just glad to assist us.

Appendix 7: Membership Report 7/25/18 - Tim Postiff

Membership for the first half of 2018 (\$2,845) is less than the first half of 2017 (\$5,700). Many of our longtime members opt to renew, but we aren't getting many new members.

Piedras Blancas Light Station Association

2018 Membership

	Renewals							New Memberships						
	\$50	\$100	\$250	\$500	\$1,000	Other	\$ Total	\$50	\$100	\$250	\$500	\$1,000	Other	\$ Total
Jan	2	2					300							
Feb	2						100	1						50
Mar	1	1					150							
Apr	2	3	1				650							
May	3	7	2			2	1395	1	1					150
Jun	1						50							
Jul														
Aug														
Sep														
Oct														
Nov														
Dec														
Totals	11	13	3	0	0	2	\$2,645	2	1	0	0	0	0	\$200

YTD REVENUE = \$2,845
MEMBERS= 32

Appendix 8: Fresnel Lens Update 7/25/18 – Zale Schuster

Lens Projects Kick-Off Meeting July 10, 2018

Project Topics: Lens Cleaning and Stationary Lantern Jacks

Attendees: Ryan Cooper, Tom Kennedy, Art Chapman, Susan Foreman, Jim Woodward, Zale Schuster

We were lucky enough to have Jim Woodward attend via speakerphone. Jim provided us with detailed information on the exact methods used to clean the lens in Cambria. While the USCG guidelines specify general requirements, materials and safety considerations, Jim was able to give us a clear step-by-step description of the task from ladder positions, or scaffolding, to methods for cleaning each prism and lens using blue shop towels, starting at the top and working around the circumference, having a person inside and outside, and turning the lens to minimize moving ladders around the lens. There are many more details and we all agreed that, at least for this first cleaning, it would be advantageous to have Jim present. He would be able to train several local people thus providing us with the skills to accomplish future cleaning ourselves.

Tom Kennedy has volunteered to fabricate the stationary lens jacks, which will support the lens and take the weight off the wheels. This will disable the lens in terms of rotating it, but will prevent any more wear and tear on the 150-year-old museum artifact. Jim has provided Tom with pictures and dimensions with more to come.

We also talked about upgrading the lighting around the lens. Though it will not rotate anymore, there are light effects that can be created to more dramatically display the lens. This will be a future project for the working group and is the third item on the projects list.

We were also fortunate to have Susan Foreman join us. Susan is the owner of "Once Upon a Tyme" clock shop in Cambria. Susan has a clock in her shop made by the very same company that made the clockwork for our lens: "Henry-Lepaute". Susan is interested in our projects and has skills that could be valuable in our efforts with the lens projects. We hope to have Susan as a member of the working group.

Art Chapman also joined us. Art is a Lions Club member who is now responsible for the Fairgrounds where the lens resides. I am hoping to have Art report our working group's progress to the Lions and help us plan future projects as the Lions representative in the Working Group. Art explained to us that the Lions have some interest in making the lens enclosure upgrades their priority and we agreed that the structure needs attention.

I will take a poll of the working group regarding meeting frequencies, time and dates.

For this PBLSA Board meeting, I would like to get agreement on going ahead with planning the "Piedras Blancas Lens Cleaning" and whatever support we can provide to Tom Kennedy in the "Fabrication of Stationary Lens Jacks."

Recommended Strategy to Initiate the Capital Campaign

Our initial focus should be funding the tower restoration (roughly estimated at a \$5M goal) and once that has been completed, we can then move onto fundraising for the remaining buildings and undergrounding utilities. The tower should be our first priority not only because of its deteriorating condition and exterior paint job, and seismic instability, but because it is the focal point of the light station and the most obvious building in need of restoration. Many visitors remark about how beautiful the tower once was and have shown interest in when the “top will be put back on.” Putting the top back on the lighthouse is a project that has the potential to grab people’s attention and garner support from donors much more so than building a barn, for example.

We recommend hiring a professional fundraiser to spearhead this campaign, as this campaign is too big and important for us to learn as we go. Time is of the essence and we cannot risk missing potential donors and opportunities. A board member should be selected to act as the liaison between the PBLSA and the hired fundraiser. The SLO Community Foundation BUILD Grant application window opened 7/16/18. We can submit our application asking for the maximum allowed (\$2500) to cover our yearly membership to SPOKES (\$300) and use the remainder to cover developing a complete capital campaign plan using a consultant from the SPOKES Capital Campaign 101 (@\$75/hr); the next step is to complete a capital campaign feasibility study using SPOKES-recommended Netzel-Grigsby in Santa Barbara. The Board as an alternative option should review the proposal presented by John Brass from Jill Grant, President of Gillian Valentine dated February 4, 2018. The Board’s response to these recommendations will begin the process of initiating a capital campaign.

Attached below for the Board’s reference is a very rough draft of a Piedras Blancas Light Station Capital Campaign Case Statement for their background review of the above recommendations. The action requested of the Board is contained in the summary report above.

Piedras Blancas Light Station Capital Campaign Case Statement
7/20/18 very rough draft v2 jgh/hg

Piedras Blancas Light Station Historic Background

Increased ship traffic along the coast of California led to the need for lighthouses as aids to navigation. In April 1874, construction of the Piedras Blancas lighthouse began. On February 15, 1875 the first-order Fresnel lens was illuminated under the management of the U. S. Lighthouse Establishment. In 1876 a two-story keeper’s dwelling was built and by 1906 the fog signal building and keeper’s cottage were completed. In 1939 management of the Piedras Blancas Light Station transferred to the U.S. Coast Guard after it absorbed the U.S. Lighthouse Service. After an earthquake in 1948 did damage to the unreinforced masonry lighthouse tower, the Coast Guard removed the upper three levels of the lighthouse. The Lions Club of Cambria acquired the first-order Fresnel lens and displayed it in the town of Cambria.

In 2000, California Coastal National Monument was created under BLM management. The California Coastal Monument is comprised of small islands and rocks along the coastline. In October 2001 the BLM assumed management of the 19 acres of the Piedras Blancas Light Station, with an idea that it could become an interpretive “gateway” to educate the public about the California Coastal National Monument. In 2004 the nonprofit 501(c)3 Piedras Blancas Light Station Association was formed and charged to raise the funds necessary to support the BLM’s

restoration efforts to return the light station site to its period of historical significance (1878-1940).

In May 2008 President Bush signed the Consolidated Natural Resources Act of 2008 that designated the 19 areas of the historic Piedras Blancas Light Station as an Outstanding Natural Area under the BLM's National Landscape Conservation System. In 2011 using an MOU between the BLM and the California Department of Parks and Recreation, the Outstanding Natural Area was expanded from 19 to 232 acres. In 2013 the Outstanding Natural Area was further expanded to 6 ½ miles of Highway 1 coastline including both the Elephant Seal Rookery and the Piedras Blancas Light Station. The resulting 476 acres of the Piedras Blancas Outstanding Natural Area is co-managed by the federal Bureau of Land Management and the state California Department of Parks and Recreation via an MOU.

In 2015 the PBLSA and the Friends of the Elephant Seals joined together to advocate for the incorporation of the Piedras Blancas Outstanding Natural Area into the California Coastal National Monument. In January 2016 President Obama via the Antiquities Act declared the PBLSA along with four other coastal sites to be incorporated into the CCNM as an official national monument. The PBLSA continues to be co-managed by the federal BLM and the California Department of Parks and Recreation as part of the CCNM.

The Piedras Blancas Light Station Association and Restoration

The PBLSA continues to support the BLM in its management and restoration of the Piedras Blancas Light Station. The vision and mission of the PBLSA in support of the BLM are:

Vision:

The PBLSA is working for the public to provide a restored Piedras Blancas Light Station, which has operational and maintenance requirements that are environmentally and financially sustainable.

Mission Statement:

The purposes of the PBLSA are to provide resources (monetary and other) to: (a) stabilize, restore, preserve and maintain the Piedras Blancas Light Station circa 1875 as an historical, cultural, educational, scientific and recreational site; (b) provide the public and scientific community with educational opportunities about the significance of the site and the opportunity to conduct related research concerning off shore, near shore and on shore resources; and (c) support the BLM acting as the steward of the California Coastal National Monument which includes the Piedras Blancas Outstanding Natural Area.

The 7-member volunteer PBLSA board and its part-time Program Manager, Holly Gant, is an integral part of the outstanding volunteer program at this light station. We serve as tour guides and help with the native plant restoration program as well as our board duties as chair, vice-chair, secretary/treasurer, gift shop manager, web site manager and project, publications, membership, and fundraising committee chairpersons. The park manager as an ex-officio board member represents our BLM partner. With unparalleled support of time and talent we have:

- Removed over 800 dry tons of ice plant that once covered the entire 19 acres. The last of the ice plant was removed in December 2010. The site once devoid of native plants now thrives with native flora and is host to fauna not seen there for decades. We continue to remove non-native plants for the 65 acres adjacent to the light station that includes the California Coastal Trail under development.
- Installed a one and half mile trail and interpretive tools that are used to introduce the public to nature, history and culture that are unique to the site.
- Developed interpretive public tours that are offered 3 days a week (5 days a week during summer months) by volunteer tour guides

- Restored the following structures listed on the National Register of Historic Buildings: fuel/storage building (1909), that now serves as a visitor's center and gift shop; fog signal building (1905), that now serves as an interpretive and event center; and fuel oil house (1909). We are in the process of supporting the engineering analysis and design for restoring the light station tower, also listed on the National Register of Historic Buildings (1875).
- Replicated the watch-room (currently used as a marine mammal interpretation classroom), laundry building, and storage shed (currently used as the gift shop and museum), historic water tower (currently used as a communications tower) and historic Entrance Gate.
- Developed a California state standards-based outreach program that brought 20 fourth grade classes from local elementary schools to Piedras Blancas Light Station.
- Continued the quarterly publication of the highly regarded and informative newsletter, *The Beacon*, which reaches over 500 people an issue.

The following table from the BLM Piedras Blancas Light Station Restoration & Management Priorities 2009-2013 presents its goals for the historic era restoration (2009-2018). Those goals that have not been completed are indicated as "(COMPLETE)". As can be seen, of the 14 goals listed in the table, only five goals remain for the completion of the restoration of the light station: Historic Restoration of the lighthouse; Replica Construction of the Barn, Assistant Light Keeper Residence, and the Head Light Keeper Residence; and Removal of the Duplex Housing Units.

Goals for Historic Era Restoration (2009-2018)

Historic Restoration	Replica Construction	Removal
Lighthouse	Barn	Mobile Instrumentation Station (COMPLETED)
Fog Signal Building (COMPLETED)	Watch Room (COMPLETED)	Boathouse (COMPLETED)
Fuel Oil House (COMPLETED)	Assistant Light Keeper Residence	Duplex Housing Units
Fuel and Storage Building (COMPLETED)	Head Light Keeper Residence	
Tank House (COMPLETED)	Laundry (COMPLETED)	
	Storage Shed (COMPLETED)	

Much progress has been made for the restoration of the light station, but these five projects are estimated to cost about \$8M. Since the recession began in 2008, the PBLSA has prioritized its limited resources and used extensive volunteer labor to maximize its accomplishments for restoration. Now the PBLSA is embarking on a three-year capital campaign to meet the funding needs to finish the restoration of the Piedras Blancas Light Station.

Outline of Goals of Capital Campaign

The purpose of these goals is to provide the PBLSA a structure for the discussion of a capital campaign for the restoration of the Piedras Blancas Light Station. The starting point, and the primary reference used, is the Piedras Blancas Light Station Restoration & Management Priorities 2009-2013 published by the BLM in 2008. This structure uses three categories: light station buildings, tower, and undergrounding utilities to guide the discussion. Obtaining sustainable water is a fourth consideration for the restoration of the light station, but since there

is not yet a plan for which to base a construction cost, it is to be determined. The cost estimate for each of the three categories is my own. The cost estimates for the restoration of the light station buildings is obtained by using the BLM report and doubling its cost estimate. The tower estimate is partitioned into the engineering design work with cost based upon current expenditures, and into the construction work with an estimate based upon knowledge of the current design approach and the experience of the construction work for the restoration of the fog signal building. The undergrounding estimate is based upon current informal discussions with PG&E and information for trenching obtained from the web. The following summarizes the cost estimate for the capital campaign (understanding that the sustainable water is to be determined and is not included in this consideration):

Tower

Engineering Design	\$200,000
Stabilization Construction (\$2M estimate; doubled for risk)	\$4,000,000
Replica Top Construction (previous \$320K estimate and risk)	\$1,000,000
TOTAL	\$5,200,000

Light Station Buildings

Unit	est size(SqFt)	const cost(\$/SqFt)	total cost
Replica Triplex	3,750	400	\$1,550,000
Replica Cottage	1,530	400	\$612,000
Replica Barn	1,100	300	\$320,000
Demo Duplexes	14,300	3.50	\$50,000
TOTAL			\$2,532,000

Underground Utilities

PG&E (assumes Rule 20C)	\$250,000
Trenching/pad	\$100,000
TOTAL	\$350,000

GRANT TOTAL	\$8,082,000
--------------------	--------------------

A general rule of thumb for large fundraising projects is not to announce publicly a capital campaign until half the goal has been pledged. An additional consideration is the deterioration rate of the tower, which should place it as first priority after completion of FSB. This means that most of the tower funding will be raised during the "silent campaign" through philanthropy and grant awards.