



PROJECT ABSTRACT

Name: Project GILEAD **Location:** Cincinnati, OH **Date:** 01/02 – 03/07

Supply Chain: The Baylou Group, LLC or BayLou (formerly Digital Millennium, LLC), the principal consultant to Ekklesia Development Corporation (Ekklesia) on a US Department of Commerce National Telecommunications and Information Administration sponsored IT initiative.

Summary: Development of a multi-tenant software as service for that enabled the networking across a range of community stakeholders. Delivered business processes, policies, and a fully integrated/start-of-art computer system that links human service providers, donors, volunteers, regulators, employers, business customers and suppliers, and citizens on a regional basis.

BUSINESS SITUATION

In 2002, Ekklesia set out to address core community conditions questions facing Greater Cincinnati and other cities across our nation. Namely:

- *“What processes might we establish to improve human service delivery, which according to then Governor George W. Bush Taskforce on Faith-Based and Community Services, parceled out in \$5.4 trillion over a 30-year period beginning in the mid-1960s?”*
- *In a post-911 fiscal climate then Governor George W. Bush Taskforce on Faith-Based and Community Services, parceled out in \$5.4 trillion over a 30-year period beginning in the mid-1960s –some \$494 million per day – without meaningful indicators of success?*
- *In a post-911 policy and public funding climate, how can we better leverage Greater Cincinnati’s 2,300+ faith-based organizations and myriad potential social service agency partners, to serve the region’s 152 ethnic groups more efficiently and effectively?*
- *How might private and not-for-profit organizations reposition their relationships to meet the interest of both shareholders and society? And is there a business model based on value proposition, that once mature, can sustain these innovations?”*



SOLUTION

CORPORATE MISSION

This mission resulted in the development of Project GILEAD, commonly referred as the GILEAD Blessing Network [GBN]. The purpose of GBN is to facilitate measurable and meaningful community transformation by connecting various assets – faith-based and community services, volunteers, donors, employers, purchasing agents and suppliers, government agencies, and civic groups – around the vision of serving people in need. Whether those needs are assisting families in crisis, restoring substance abusers, aiding victims of violence, disaster relief, providing positive pathways for young people, helping seniors, countering the factors that lead to high recidivism, offering productive economic solutions as alternatives to drug trafficking, or other such issues, GILEAD is committed to making Greater Cincinnati and other regions where GILEAD has a footprint better places to live.

“Diagnosis before prognosis ...”

GILEAD began with a couple of sheet of paper where notes were sketched about a community development strategy that had not been attempted by a faith-based organization in our nation’s history.

Those initial concepts evolved into focus groups and community meetings in Madeira, Bond Hill, Wyoming, Avondale, and other communities as a way of giving consumers of service, volunteers, faith leaders, agency executives, and other stakeholders a way to discuss the challenges facing our efforts to improve quality of life. Key messages emerging out of our community messages included:



Consumer focus group at the Wyoming Branch of the Public Library

- Develop a technology solution that could integrate the efforts of community resources;
- Provide solutions that serve the region’s population diversity and the diversity of life situations;
- Bridge the needed links between social service and economic development;
- Design low-cost, high-value processes in which organizations of all sizes can participate.
- Take measures to protect the safety of vulnerable population groups.
- Work towards outcomes, sustaining transformations, and not “recycling people”.

GILEAD AT A GLANCE

In launching the GILEAD Blessing Network, we are seeking to reflect the above core messages. As such, GILEAD’s contributions to the region’s future includes: 1) A network of Service Providers committed to helping people in need; 2) A proprietary comprehensive computer system that uses the

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Internet to connect community assets and people in need; 3) Policies that govern GILEAD activities and protect vulnerable population groups; 4) Business processes and best practices that promote/support efficient exchanges such as donations, employment, supplier/customer relations, volunteerism, consumers finding services; 5) A 150XR (150 Business Per Region) initiative that seeks to facilitate the creation and expansion of 150 micro/small enterprises in every market where GILEAD has a footprint; 6) Partnerships that enable the implementation of GILEAD components; and 7) And a vision to see our region and its citizens working together in areas of positive change.

Although GILEAD is designed to help myriad life situation, we have found that people best understood it through a concrete example. One illustration is an offender/ex-offender life situation that utilizes various GILEAD components. Similar linkages can be drawn for situations involving marital crises, substance abuse, seniors, youth, illiterate and limited literacy citizens, those with cognitive impairments or other disabilities, etc.

STRATEGIC PARTNERSHIPS

BayLou undertook an aggressive effort to raise \$1.036 in needed resources to bring GILEAD to the marketplace. We set a basic culture for the project:

“Invest first in the vision before expecting others to...”

Having begun the process with absolutely no resources to implement GILEAD, Ekklesia petitioned Corinthian Baptist Church [CBC] to invest in the vision. That request resulting in CBC making a \$106,000 cash investment in Project GILEAD. This is significant in that: a) CBC is embarking on a multimillion community center facility where funds will be needed to complete; b) the CBC came with no financial returns in mind; and c) it represents an urban committing resources to something that had not be previously accomplished at a time when GILEAD was an idea on a sheet of paper. Another large contribution is being made by Baylou, which by September 2006, would have contribute approximately \$240,000 in project management and systems engineering services.

With this, Ekklesia sought and found additional partnerships for change, organizations committed to investing in the GILEAD vision. To-date, the partnerships include: Archdiocese of Cincinnati, Cincinnati Recreation Commission, Corinthian Baptist Church, Deloitte & Touche LLP, The Baylou Group LLC, Fifth Third Bank,



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J4 Broadcasting/WCIN 1480 AM, Lawrence University, Scripps Howard Foundation, The E.W. Scripps Company, The Public Library of Cincinnati and Hamilton County, TOP Printing, Transformation Cincinnati & Northern Kentucky, Visible Systems Corporation, WAKW 93.3 FM, and WTSJ 1050 AM. Together their commitments have underwritten the staff cost, technology, office space, advertisement, supplies, as well as assisted in technical matters and overall project direction.

“The US Department of Commerce gets involved with GILEAD ...”

In 2002, The US Department of Commerce National Telecommunications and Information Administration [NTIA] also invested in the GILEAD vision. Ekklesia applied for a matching competitive grant, the Technology Opportunities Program [TOP], which had awarded over its 12-year history, some 550+ awards. The GILEAD proposal received the first faith-based award in TOP's history, receiving 1 of 25 grants out of a national pool of 741 applicants. The \$510,000 TOP award and \$526,998 in non-federal matching contributions would provide GILEAD with the needed first round of capital and operating budget resources. This was not only a win for GILEAD, but it came in the aftermath of the 2001 riots. As such, we believe Commerce funding *“rose out of the ashes”* as a blessing for Greater Cincinnati.

The Department of Commerce, in its first site visit revealed three reasons for its support of GILEAD: 1) After numerous faith-based proposals were rejected, it was looking for a viable program to test market; 2) The GILEAD model is replicable to other cities; and 3) Ekklesia defined a business model for GILEAD would ultimately be independent of public grants or philanthropy.

PROJECT MILESTONES

Bringing GBN to the marketplace has required an incredible amount of work, community outreach, managing partner relationships, implementing and managing sound financial controls, and developing national relationship for market expansion. Within the relatively short period of time and with limited resources, Ekklesia has been able to move GILEAD forward in a number of areas. These included:

- Establishing a data center, including procuring, installing, and configuring servers and network devices;
- Development of comprehensive database system as the Internet hub for GBN activities;
- Writing policies, including a 214-page human subjects protection policy;
- Legal/contractual documents for GILEAD members and market developers;
- Implementing a certified financial management system;
- Community outreach and myriad advertisement strategies;
- Launching a campaign to enroll initial Greater Cincinnati organizations in the GBN;
- Establishing market expansion programs;
- Providing community development with numerous community groups to create and/or expand programs that are needed to serve local citizens;



- Starting the GILEAD Computer Consortium as a part of the 150XR initiative. This program trains youth to build and repair computers. Through our support, youth have starting Buckeye United Computer Services, LLC, and Ekklesia is contracting with BUCS to fix donated previously used computer for future deployment at local service agencies.

FINANCIAL MANAGEMENT

The partnership with the NTIA provided the right accountability for the still young Ekklesia organization. Through BayLou's consultative leadership, Ekklesia demonstrated excellent stewardship over financial and other resources provided to the project. The total project budget from October 2002 through September 2006 is \$1,036,998. We allocated resources in a conservative manner for three principal reasons. First, we recognize that future membership fees would have to support the GBN, and that we must establish a low-cost operations in order to accomplish a lost-cost/high value proposition service where even smaller organizations could afford the service fees – which promote maximize service choices to consumers. Second, we were challenged to establish what would become the nation's first full-service network with a less than \$700,000 in actual monetary resources that must be stretched over a 4-year development window. Third, we desire to reflect good stewardship in order to honor the goodwill of current partners and give confidence in our financial management to prospective investors. Some examples of how seriously we take financial stewardship include:

- Twelve months after winning the NTIA/TOP grant, Ekklesia had spent less than \$9,000 of the \$510,000 award. For that period, we relied on local investment to initiate the project. We were committed to ensure our "house was in order" with policies, financial management system, receiving partnership commitments, and other necessities before drawing against the \$510,000. Indeed, our conservative fiscal approach prompted the Department of Commerce to ask that we "spend their TOP funds".
- One day after purchasing 4 Toshiba laptops, BayLou consultants put on construction gloves and rummaged through a trash dumpster to retrieve 4 empty boxes. These boxes had sale tags needed to execute rebates. In a week that we had purchased well over \$80,000 worth of computer equipment, those rebates amounted to \$200 in-total. Obviously, neither Department of Commerce nor local partners would have concerned themselves with the rebates. However, to Ekklesia, the \$200 represented three possible GILEAD radio ads or a month's worth of supplies.
- We visited over 40 office buildings prior to selecting the site of our data center. Ekklesia designed a formal set of requirements (e.g., affordability, HVAC, minimum leasehold improvements, security, free parking, ADA compliance, etc). We vetted each facility alternative accordingly, finally arriving at the North Star Center. Further, while negotiating a 38-page lease with First Industrial Realty Trust, we successfully received 6 months free of half the space of our data center facility.

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- During the purchase of Dell equipment – our major computer servers – we negotiated virtually every deep discount possible (e.g., rack, tape loader, computers). In addition, we received free items (server monitor).

Ekklesia has a Certified Financial Management System. However, where decisions are not policy issues per se, we take serious the management of every dollar that comes into the organization.

PROJECT COMPLETION

As per NTIA requirements, BayLou led a multi-faceted comprehensive evaluation of the GILEAD demonstration program. We successfully demonstrated the viability of three critical aspects of deploying software as a service as an integrated multi-tenant solution:

1) GBN Memberships. BayLou developed a legal framework to address the many issues that arise with the handling of sensitive information in a multi-tenant environment. The development of legal documents that embodies Ekklesia's concerns and policies, protections for consumers and organizations, and compliance with federal regulations was essential. The initial demonstration onboarded over 30 organizations. Proper regional execution and support could result in upwards of 1,000 organizations and 25,000 users over a 3-to-5 year period.

2) National Expansion. Rollout to other metropolitan areas was beyond the scope of the demonstration period. However, BayLou attracted the interest of introducing GILEAD in several markets, including Ft. Lauderdale FL, Dayton OH, Greensboro NC, and Columbus OH. To that end, BayLou developed a expansion program centered around a Market Development Partnership Agreement that Ekklesia would sign with metropolitan area host organizations that would lead local efforts.

3) Technology. BayLou developed a very complex technological platform to support its multi-tenant, multi-faceted users in a manner consistent with policies and regulations. BayLou likewise created a framework for GILEAD II which featured *Virtual Agency* modules. This functionality will facilitate a truly inter-agency integration of daily service delivery. Consumers will be able to have one ID follow them across faith-based and community services. Both consumers and agencies will be able to upload myriad collateral documents such as life situation summaries, personal goals and objectives, and pre-sentencing reports, psychological assessments, financial conditions, etc. Consumers will be able to authorize and rescind organizations' access to their information. Agencies will be able to refer consumers among GBN providers and map services to life goals. Services working on initiatives (e.g., grants) will be able to establish cross-charge rates and apply those charges to pre-approved service activities. BayLou provided a migration path for GILEAD's IT capacity growth needs. We projected the additional units of servers, end-user computers and kiosk, network capacity, and hot site redundancy in the event Ekklesia's Cincinnati central data center experienced a catastrophic loss (e.g.,

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tornado, fire). Further, we outlined a plan to address multi-lingual users. And finally, BayLou laid a foundation for GILEAD to offer wireless WAN computing in order to provide “access beyond walls”, that is on-site services for natural and terrorism disaster relief, responding to homeless situations, civil unrest support, etc.

Detailed findings can be found at the University of Michigan website entry on Project GILEAD.

INTERDISCIPLINARY RESPONSIBILITIES

Business Development	Business intelligence/analysis – industry, competitive, customer/consumer, regulatory, technology, trends, cost structure, etc. Setting up legal structures, including: LLC operating agreements, tax exempt organization filings, articles of incorporation, and bylaws. Developing partnerships and joint-venture agreements. Led collaborative strategic planning processes using tools such as SWOT analysis, Logic Model, and Pipeline Analysis. Product development e.g., market research, features/functions, pricing, user legal agreements. Handled all federal compliance deliverables, and directing fiscal activities. Wrote proposals, business plans, and grant submissions to win contracts, raise capital, and blueprint project execution. Wrote a proposal that ultimately won a 2002 US Department of Commerce National Telecommunications and Information [NTIA] Technology Opportunities Program [TOP] award; one of 25 grants in a national competitive round that attracted 741 applications. It was the first grant won by a faith-based organization in the 610-project/13-year history of TOP. Raised \$1.036 million in resources.
Project Management	Developed schedules and allocated 150+ task project plan for over 30+member multifunction team, representing 14 partnering organizations - federal/local government, corporations and small businesses, institutions and not-for-profits. Managed strategic relationships. Produced stakeholder reports e.g., compliance, periodic progress. Led procurement e.g., writing RFPs, contract negotiations. Public relations e.g., speaker/panelist at White House Conferences, national meetings. Handled staffing (i.e., job descriptions, interviewing, periodic reviews.
Business Analysis	Modeling existing processes to identify problems, inefficiencies, and streamlining opportunities. Designing new processes – along with data architecture, technology platforms, policies, etc. – to meet organizational strategies. Performed ongoing risk analysis. Developed policy (e.g., personnel, human subjects protection). Project evaluation design, administration, and reporting.
Systems Engineering	Leadership on: technology planning; development of vendor/product selection tools; procurement and contract negotiation; data center facility selection, design/planning, and installation/configuration of servers (e.g., web images, mail, RDMS, file, print, CASE repository), NAS and tape autoloaders, WAN/LAN components; analysis and logical design; physical design; programming and website construction; system and user documentation; test planning and testing; implementation and user training. Writing policies: acceptable use; privacy and

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network security; backup and recovery; user contracts. Leading and/or setting up special processing, including: on- and off-site/multimedia backup and recovery, VPN, vendor automated OS updates, IP-enabled monitored security DVR/camera systems, SNMP, and transaction logging. The resulting system ran largely on a Linux Enterprise Edition platform, consisting of: 10,000+ lines of PHP and Javascript software running on Apache; 90+entity RDBMS implemented on PostgreSQL7.2; Sendmail email server; file servers. Other technologies included: Dreamweaver MX 2004; Visible Analyst repository. Managed all aspects of IT , including site selection and installation of data center, policy development, and network engineering.

Financial Analysis and Management

Responsibilities include: capital budgeting (e.g., equipment lease vs. buy, debt retirement); project operating budgets; setting up financial management systems (i.e., general ledger, policies); tracking cash flows, preparation of external financial reports.