



Examples of Logic Models from Actual Proposals

[Examples and full proposals are made available through **4Good**, a collaborative online resource for non-profits and are intended for *reference purposes only*.

Visit them: <https://4good.org/>]

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Submitted by: Ink People, Inc.



Example #1

Funder: Rose Hills Foundation

Submitted by: Shoes That Fit

Grant request: \$25,000

Project description: "Proposal to Rose Hills Foundation from Shoes That Fit to fund Back-to-School and Holiday Shoes and Clothing Project, in which 25,000 local schoolchildren in need will be given new items so so that they could attend school in comfort and with dignity."

PROGRAM LOGIC MODEL

Agency Name: Shoes That Fit

Program Name: Shoes That Fit

Agency Mission: To help build the self-esteem of schoolchildren in need by providing them with new shoes and clothing.

Program Goal: To ensure that the children served by Shoes That Fit can attend school in comfort and with dignity, better able to concentrate on school rather than on their circumstances.

Inputs	Activities	Outputs	Outcomes
<p><u>Program Participants</u></p> <ul style="list-style-type: none"> • Schoolchildren in need of new shoes and/or clothes <p><u>Program Partners</u></p> <ul style="list-style-type: none"> • United Way • Schools nationwide • Local businesses • Community Sponsors • Community volunteers <p><u>Equipment/Supplies</u></p> <ul style="list-style-type: none"> • New shoes and clothes <p><u>Funding</u></p> <ul style="list-style-type: none"> • United Way • Corporate sponsorships • Private donations • In-kind donations <p><u>Facilities</u></p> <ul style="list-style-type: none"> • Office space • Warehouse space • School sites <p><u>Staffing</u></p> <ul style="list-style-type: none"> • Shoes That Fit staff • School liaisons (staff) • Community Sponsors • Community Volunteers 	<ul style="list-style-type: none"> • Sponsors are matched with schools in their community and determine number of children they can help • Students in need of new shoes and/or clothes are identified by teachers and school staff • School liaisons measure those children with materials provided by Shoes That Fit. • Sponsors purchase the exact shoes/clothing item each child needs. • Volunteers deliver shoes/ clothing school liaisons to distribute to identified and measured children • Children write thank you letters 	<ul style="list-style-type: none"> • # of children receiving new shoes/clothing • # of new shoes and clothes are distributed • # of volunteers participating • # of sponsors participating • # of school districts participating • # of schools participating 	<p><u>Initial Participant Outcome</u></p> <ul style="list-style-type: none"> • Schoolchildren in need have shoes suitable for school and play <p><u>Intermediate/Longer-term Outcome</u></p> <ul style="list-style-type: none"> • Children in need of shoes experience improvement in mental/physical health. • Children in need of shoes do better in school.



Example #2

Funder: US Department of Health and Human Services, Administration for Children and Families

Submitted by: Little Tokyo Service Center (LTCS), Community Development Corporation.

Grant requested: not disclosed

Project description: To provide a suite of critically needed supportive services that help individuals and families achieve self-sufficiency, strengthen families, and make a positive investment in the future. This continuum begins with care for infants, on through early and later childhood years, youth, families and working adults. Will also provide bilingual case management, employment preparedness, parenting classes, childcare, financial/family literacy and computer learning skills with the goal of empowering people to seek employment or start new career paths leading towards greater self-sufficiency.

CORE SERVICES (e): FINANCIAL LITERACY			
LEGAL NAME OF AGENCY: LTSC Community Development Corporation			
Inputs	Program Activities	Outputs	Outcomes
<p>Total # of participants served annually: 30</p> <p>Target Population Characteristics: Low-income unbanked families, youth with limited English proficiency. Micro-business owners.</p> <p>Staffing Level: 2 Case Managers 1 Supervisor</p>	<p>Assess the needs of client and provide one-on-one employment preparation, resume building and interview readiness trainings.</p> <p>Provide classes to improve English language skills training to improve employability. Appropriately refer clients to employment service for employment skills development and eventual employment for increase family income.</p> <p>Provide Mainstream Economic Education financial literacy classes for participants that are micro-business owners.</p> <p>Provide FDIC's Money Smart program to introduce different types of money, mainstream banking, balancing a checkbook and personal credit information. Monitor progress with monthly follow-up.</p>	<p>30 clients will complete financial literacy classes.</p> <p>10 clients will open a checking account</p> <p>10 clients will maintain a household budget for 90 days</p> <p>Focus will be on Increased Family Income</p>	<p>Total # of clients who increase their family income/resources: 15</p> <p>Indicator(s): 30 clients will complete financial literacy training class, open a bank account or obtain new employment.</p> <p>Clients will be monitored by case manager on a monthly basis. 6yt7</p>



Examples of Commonly Used Attachments and Supplemental Materials, List of key personnel, Organizational annual budget, Diagram of operations/programs, Recent financial report, List of board of directors, Demographic information, Ethnicity of staff and board, Audited financial statement

Example #3

Funder: Community Technology Foundation (Zero Divide)

Submitted by: Ink People Center for the Arts

Grant request: \$50,000

Project description: To build the capacity of individuals from computer illiteracy to proficient levels of video production and design skills. Individual and small group instruction will be tailored to specific needs and interests will allow drop-in, as well as scheduled classes. The Digital Media Zone (DMZ) will be used to build digital media capability, including graphics, web design, video, and audio. By giving program participants open access to technical assistance, technology support, and administrative support program participants are able to develop their programs in relative safety.

Full proposal available at: <https://www.ideaencore.com/item/grant-proposal-inkpeople-community-technology-foundation>

KEY PROJECT PERSONNEL

Libby Maynard is the Executive Director of The Ink People Center for the Arts and cofounder of the organization. She is a professional artist and has over 30 years of nonprofit administrative experience. She received her BA and MA in art from Humboldt State University. Her artwork has been exhibited throughout California, and is in collections across the nation. Maynard is a consultant in nonprofit management and community cultural development. Presently, she serves on the Boards of Directors of the Humboldt Arts Council, California Assembly of Local Arts Agencies, Alliance for California Traditional Arts, Humboldt County Workforce Investment Board, Humboldt Arts & Culture Industry Cluster, and is co-chair of the Rural and Small Communities Interest Area of Americans for the Arts. Previous Board experience includes California Association of Nonprofits, Cooperative Community Fund, Eureka Main Street, North Coast Cooperatives, Inc. (a consumer food co-op), California Confederation of the Arts, Redwood Discovery Museum, Plays-In-Progress, and Arcata Community Access Television. In past years, she has worked as a Program Administrator for the California State University Summer Arts Program, a panelist for the California Arts Council's Artists in Residence, Folk Arts, and Organizational Support Programs, and as a site visitor for the CAC and the National Endowment for the Arts. She previously served as President of Rural Arts Services, Founding President of the California Assembly of Local Arts Agencies, and Executive Director of the



Humboldt Arts Council, as well as having taught printmaking at Humboldt State University, College of the Redwoods, and Pelican Bay State Prison.

Donvieve has been the Education and Outreach Director of The Ink People for over ten years. With a BFA in sculpture from the University of Idaho (including studies at the New York School of Design) and an MFA in theater arts from Humboldt State University, she has spent more than twenty-five years as a professional artist, maskmaker, performer, and teacher in California, Oregon, Nicaragua, Scotland, and Japan. As an Artist in Residence at many schools throughout the Humboldt County/North Coast area since 1993, she has directly enriched the educational experience of thousands of students of all ages and is uniquely qualified to direct Ink People classes and workshops as well as to interview all Ink People artist-teachers and evaluate their teaching effectiveness. Donvieve also initiates and often leads Ink People community outreach projects, and participates eagerly as an artist in projects for youth on the edge of society. In addition to her extensive national exhibition and sales record, she has received awards for videos of educational projects, including the Arcata, California -Camoapa, Nicaragua exchange, and exhibits regularly in galleries by invitation.

Annie Reid is a studio artist and illustrator who has produced oil and digital paintings for exhibition and publication, as well as a diversity of pencil, ink and watercolor illustrations. As a lecturer/instructor, she has communicated and demonstrated numerous aspects of the creative, design and digital processes to students from elementary through college level. As a graphic artist and designer, she has designed and produced, from concept, numerous formats of printed materials including logos, posters, packaging, brochures, point-of-purchase displays. Reid has taught Introduction to Adobe Photoshop, Illustrator and InDesign, through Extended Education at Humboldt State University, Arcata, CA; Digital Wizardry for Youth, Ink People Center for the Arts, ages 10-18; Computer Art for Youth, Zoe Barnum Middle School – Transitional Opportunity Program (TOP), ages 11-14; Computer Art for Youth & Families, Eureka City Schools Community Learning Centers, ages 8-17 plus parents at four sites: TOPS Alternative Program, Zoe Barnum Alternative High School, Alice Birney and Marshall Elementary Schools; and Advanced Graphic Design at Humboldt State University.

Robert Morse is an educator in computers and the arts. He is co-owner of Morse Media, a video production and web development company. Morse has taught computer and internet classes at College of the Redwoods and St. Bernard High School, as well as acting, movement and visual communications at Humboldt State University, Arcata. In addition, Morse was a professional performer for over 15 years, and a founding member of Plexus. His computer skills include Windows 98/NT, Linux, Macintosh, HTML, Javascript, PERL, PHP, and SQL, and applications: Dreamweaver, Fireworks, Photoshop, Flash, Excel, and Word.

Roxanne Fereydouni has been the Director of RAVEN House, a drop-in and support center for at-risk and homeless youth, for three years. RAVEN House is a program of Redwood Community Action Agency's Youth Services Bureau. RAVEN is operated as a youth-driven, youth-implemented risk reduction and prevention education program utilizing youth recruited



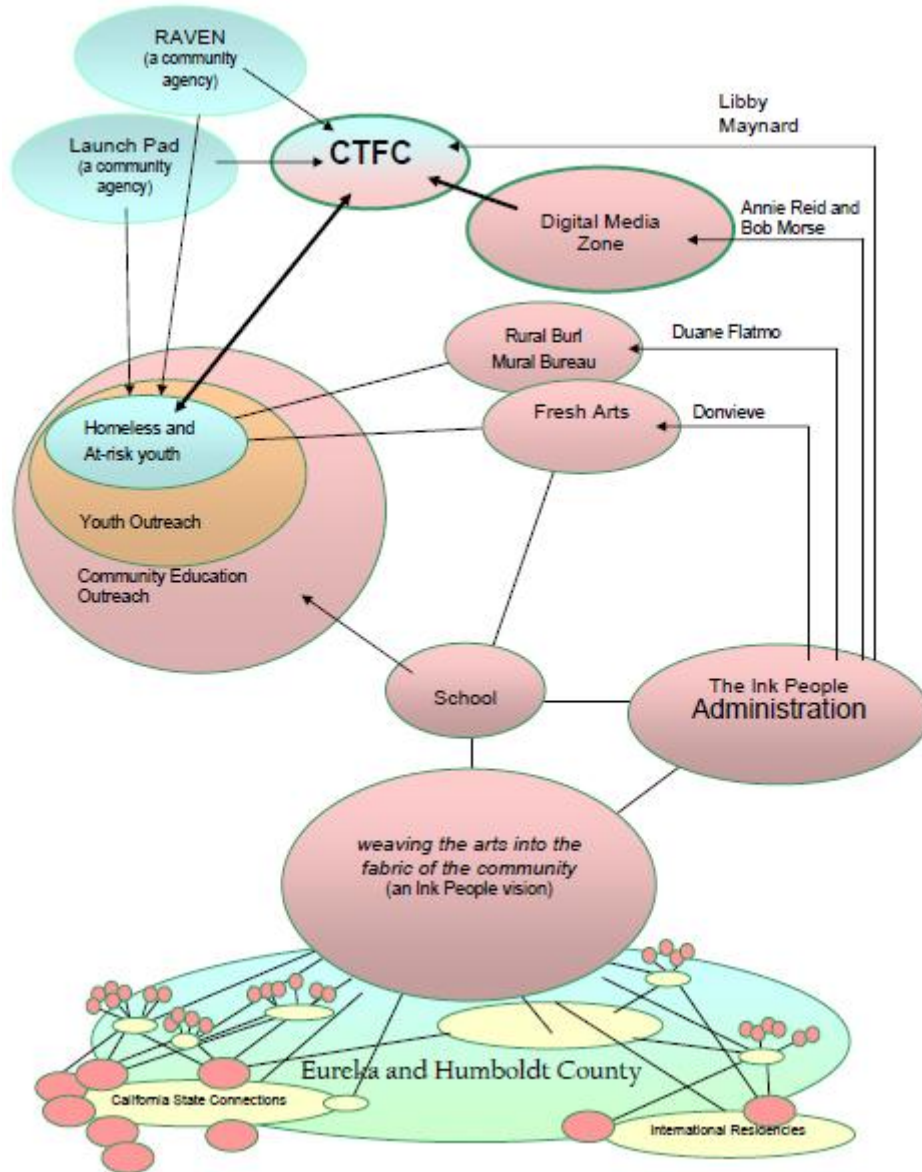
from the street to reach youth still on the street. The drop-in center is open six days a week and is equipped with a computer room for youth to access resources via the internet. Launch Pad is a long term emergency shelter for homeless youth, and is another source of participants. Its purpose is to provide residents with the skills and education necessary to move toward independent living once they exit the program.

ORGANIZATIONAL ANNUAL BUDGET

April 2003 through March 2004	2004-05 Budget
Ordinary Income/Expense	
Income	
4010 · Fundraising	4,000
4020 · Events	6,000
4030 · Donations	38,260
4040 · Fees	36,790
4050 · Refund Income	
4060 · Component Funds	150,000
4070 · Sales - Taxable	45,210
4071 · Sales - Out of State	780
4075 · Sales - Wholesale	1,000
4090 · Membership Dues	16,360
4110 · Grants	
411010 Corp/Business	
411020 · Foundation	16,500
411030 · Government	49,600
Total 4110 · Grants	66,100
4190 · Reimbursed Expenses	
Total Income	364,500
Expense	
6050 · Returned Checks	
6060 · Bank Service Charges	
6070 · Credit Card Services	600
6120 · Component Funds	150,000
6150 · Refunds	
6160 · Advertising	990
6170 · Commission / Art Sales	25,000
6190 · Contract Labor	67,110
6220 · Dues & Subscriptions	
6240 · Equipment	1,000
6380 · Insurance	19,290
6440 · Interest Expense	1,800
6500 · Fees & Licenses	480
6560 · Payroll Expenses	61,206
6610 · Postage & Delivery	2,940
6620 · Printing and Reproduction	2,870



6650 · Prizes & Awards	600
6690 · Rent	2,125
6710 · Repairs and Maintenance	150
6770 · Supplies	17,915
6800 · Property Tax	
6900 · Travel and Entertainment	1,500
6940 · Utilities	<u>2,340</u>
Total Expense	<u>359,716</u>
Net Ordinary Income	<u>4,784</u>





FINANCIAL PROGRESS REPORT

Please use this budget form. You may add additional line items or categories as you see fit in order to better explain or illustrate the financial parameters of your project. Please remember that, if you receive a grant, CTFC Staff will use this budget as a benchmark with which to assess the fiscal management of your project.

Name of Organization: Ink People, Inc.				
Budget Period: 9/1/04 to 8/31/05	Full Organization Budget	Budget for Proposed CTFC Funded Project	Amount Requested from CTFC	Project Funds Already Committed by other Funders
Personnel				
Executive (& Project) Director	36120	7225	5000	
Teachers/Mentors (3)	20000	14400	11520	2880 (C4T)
Technology Manager	18000	9000	9000	
Education/Outreach Director	15480	3870	3870	8000 (fees)
Fringe benefits (at 8 %)	7170	2760	2345	870
Total Personnel	96770	37255	31645	11750
Operating Expenses				
Connectivity	1200	600	600	
All other program expenses	208195			
Total Operating	209395	600	600	
Technology				
Hardware	10000	8800	8800	
Software	3500	3000	3000	
Total Technology	13500	11800	11800	
Other CTFC Funded Expenses				
Administrative Director	24455	2445	1000	
Total Direct Cost	344120	52100	45045	11750
Indirect/Overhead (= <15%)	20380	7800	4955	
Total Cost	364500	59900	50000	11750

Requests outstanding to other funders (if any) for this project: (Please list name and funder and amount requested)

Other Funders:
 CTCNet (Connections for Tomorrow)

Amount Requested:
 \$15500 (granted 4/1-12/31/04)



**The Ink People Center for the Arts'
Board of Directors**

<u>Name and Address</u>	<u>Occupation</u>	<u>Term Since</u>
Michael East , President Eureka (707.445.3404)	Visual Artist	1997
Abraham Ray , Secretary/Treasurer Arcata (707.826.0129)	Bakery Manager, Safeway Musician Humboldt State University Student	2001
Frances Boettcher King Salmon (707.442.2832)	Visual Artist	2001
Ginni Hassrick Fieldbrook (707.444.8797)	Psychotherapist	2000
Nancy Head Fortuna (707.725.3993)	Visual Artist	1988
Julian Lang Arcata (707.839.4962)	Multidisciplinary Artist Karuk Tribal Scholar	1993
Ted Loring , Past President Eureka (707.441.0981 ext. 301)	Financial Planner Partner, Sera Group	1981
Brent Rasmussen Eureka (707.443.2100)	Graphic Designer Cox Rasmussen & Co.	2002
Beti Webb Trauth McKinleyville (707.840.0111)	Journalist/Thespian	2003

Finance Committee

Ted Loring, Chair
Michael East
Nancy Head
Abraham Ray
Libby Maynard, Staff

Futures Task Force

Michael East, Chair
Ted Loring
Brent Rasmussen
Kevin Ryan
Keith Korbin
Art Pluim

Development Committee

Michael East, Chair
Elaine Rowan
Maureen Hart
Nancy Head
Frances Boettcher
Jim Lawer, Staff

Mary Ellen Pluim
Patrick Cleary
Kathryn Manspeaker
Julie Fulkerson
Libby Maynard, Staff
Jim Lawer, Staff

TECHNOLOGY INFRASTRUCTURE

General

How many staff members have a computer?

Number of laptops: 2 Mac &/or PC Average age: 4 years
 Number of desktops: 17 Mac &/or PC Average age: 5 years

<u>Y</u>	<u>N</u>		
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Workstations networked together? (If yes, running a domain server?)	<input type="checkbox"/> no
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Perform regular backups on all machines? (If yes, backups kept off-site?)	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Have a color printer? Model(s):	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Have Broadband? <input checked="" type="checkbox"/> DSL <input type="checkbox"/> Cable <input type="checkbox"/> Satellite	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	All staff has email? (If yes, do you host your own email?)	<input type="checkbox"/> yes
<input type="checkbox"/>	<input checked="" type="checkbox"/>	All staff has voicemail?	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Special Phone System? (PBX, CENTREX, phone company-supplied voicemail, etc.)	
What system: _____			
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Digital Camera?: <u>Sony Mavica</u>	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Video Camera?: <u>Canon XLI</u>	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Assistive Devices?: _____	

Other Hardware: 2 scanners, video monitor

Do you have a staff member specially assigned to take care of your technologies? If not, how are you handling this need?:

Not at present. We use volunteers or exchange time on the digital video editing system.

Software Please enter the number of staff in each level:

Application	(include brand used)	Beginner	Intermediate	Advanced
Word processing	MS Word		4	1
Spreadsheet	MS Excel		4	1
Presentation	MS Powerpoint	4		1
Database	MS Access	4	1	
Antivirus	Norton		5	
Donor tracking/fundraising	MS Excel and Quickbooks NPO Edition			3
Accounting	Quickbooks NPO 2004			2
Internet browser	MS Explorer & Netscape			5
Email	Outlook & Eudora		4	1
Video editing	iMovie, Final Cut Pro 1.1	2	2	
Audio editing	GarageBand	1		
Assistive software	Mac & Windows OS	5		
Other	InDesign, Photoshop	1	2	2

DEMOGRAPHIC INFORMATION OF BOARD AND STAFF

Name of Organization: The Ink People Center for the Arts

Address: 411 12th St.

City: Eureka State: CA Zip: 95501

Web Site: www.inkpeople.org

Number of Staff: 3 FTE Number of Board Members: 9

ETHNICITY

Ethnicity of Staff and Board – Should Equal 100%

<u> </u> % African-American	<u> 7</u> % Multi-Race <small>(people more than one race)</small>
<u> </u> % Asian American/Pacific Islander*	<u> 7</u> % Native American*
<small>*Optional: List Ethnicities & %:</small>	<small>*Optional: List Ethnicities & %:</small>
<u> 7</u> % Hispanic/Latino*	<u> 79</u> % White
<small>*Optional: List Ethnicities & %:</small>	<u> </u> % Other:

POPULATION

Population composition of Staff and Board

May equal more than 100%, if you serve clients who fall within more than one category

<u> 7</u> % Communities of Color	<u> </u> % Limited-English Speaking
<u> 14</u> % Disabled	<u> 49</u> % Low Income
<u> 7</u> % GLBT	<u> 35</u> % Seniors
<u> </u> % Immigrant	<u> </u> % Other:

Population location of Staff and Board – Should Equal 100%

<u> </u> % Urban	<u>100</u> % Rural
<u> </u> % Statewide	<u> </u> % Other:

DISABILITIES

Disability status of Staff and Board

May equal more than 100%, if you serve clients who fall within more than one category

<u> </u> % Cognitive <small>(e.g. Learning, Psychiatric, Developmental or Memory)</small>	<u> </u> % Speech
<u> 14</u> % Hearing	<u> 7</u> % Vision
<u> 14</u> % Mobility	<u> </u> % Non-Disabled
<u> 7</u> % Multiple	<u> 77</u> % Other:

The Ink People has adopted an official non-discrimination policy.



UNAUDITED, BOARD APPROVED FINANCIAL STATEMENTS

Current year to date - April 1 - May 13, 2004

The Ink People Center for the Arts	
Profit & Loss	5/13/2004
April 1 through May 13, 2004	Accrual Basis
	Apr 1 - May 13, 04
Ordinary Income/Expense	
Income	
4010 · Fundraising	26
4020 · Events	1,374.00
4030 · Donations	2,799.89
4040 · Fees	7,901.28
4050 · Refund Income	2,050.31
4060 · Rental	90
4070 · Sales - Taxable	436.66
4071 · Sales - Out of State	55
4075 · Sales - Wholesale	108
4090 · Membership Dues	3,722.00
4110 · Grants	21,400.00
4150 · Miscellaneous Income	1,678.00
4190 · Reimbursed Expenses	343
Total Income	41,984.14
Expense	
6060 · Bank Service Charges	7.13
6070 · Credit Card Services	892.79
6140 · Admin Fees	2,729.78
6150 · Refunds	315
6180 · Contributions	131.25
6190 · Contract Labor	12,867.38
6220 · Dues & Subscriptions	40
6240 · Equipment	24.65
6380 · Insurance	1,665.63
6440 · Interest Expense	132.58
6500 · Fees & Licenses	1,140.00
6560 · Payroll Expenses	7,308.30
6610 · Postage & Delivery	207.76
6620 · Printing and Reproduction	3,435.26
6690 · Rent	1,700.00
6770 · Supplies	3,626.50
6900 · Travel and Entertainment	309.26
6940 · Utilities	667.49
Total Expense	37,200.76
Net Ordinary Income	4,783.38

Fiscal Years 2001-02, 2002-03 and 2003-04

	Apr '01 - Mar '02	Budget 02-03	Budget 03-04
	Actual	Actual	Actual
Income			
4010 · Fundraising	10,766.50	7,245.50	7,637.36
4020 · Events	24,632.05	36,975.71	60,054.29
4030 · Donations	40,035.12	71,451.69	66,926.63
4040 · Fees	60,750.97	65,058.49	52,397.47
4050 · Refund Income	1,511.74	1,634.82	431.84
4070 · Sales - Taxable	35,084.39	46,692.34	54,940.64
4071 · Sales - Out of State			978.00
4075 · Sales - Wholesale	1,421.31	4,425.43	9,405.00
4090 · Membership Dues	16,860.00	17,968.00	20,192.50
4110 · Grants	153,563.16	175,107.18	140,129.97
4150 · Miscellaneous Income	3,722.05	3,613.00	4,123.34
4190 · Reimbursed Expenses	14,069.74	2,627.75	2,190.51
Total Income	362,417.03	432,799.91	419,407.55
Expense			
6050 · Returned Checks -		30.00	100.00
6060 · Bank Service Charges	29.00		66.75
6070 · Credit Card Services	912.82	1,128.89	1,438.64
6120 · Cash Over/Short	36.24	-30.00	61.57
6140 · Admin Fees	11,498.35	17,746.94	15,195.44
6150 · Refunds	880.67	800.90	388.00
6160 · Advertising	632.00	2,750.65	1,354.00
6170 · Commission/Art Sales	28,930.66	26,580.45	27,664.67
6180 · Contributions - -			550.00
6190 · Contract Labor	191,140.71	172,019.56	182,401.93
6220 · Dues & Subscriptions	2,638.00	2,228.00	1,180.40
6240 · Equipment	20,864.94	17,331.55	7,883.77
6380 · Insurance	8,331.70	12,361.60	20,457.88
6440 · Interest Expense	2,128.09	2,963.09	1,936.36
6500 · Fees & Licenses	4,451.25	4,232.02	7,997.11
6530 · Miscellaneous	3,727.98	3,797.35	3,975.89
6560 · Payroll Expenses	57,970.28	61,232.28	60,186.26
6610 · Postage & Delivery	4,942.09	5,065.26	3,187.45
6620 · Printing	15,172.12	15,043.07	16,319.53
6650 · Prizes & Awards	1,300.00	600.00	700.00
6690 · Rent	11,500.10	11,787.37	16,776.04
6710 · Repairs & Maintenance	245.29	359.37	821.54
6770 · Supplies	22,178.63	22,415.50	25,304.08
6800 · Property Tax	266.60	232.40	177.79
6900 · Travel & Entertainment	8,241.26	6,430.66	3,411.99
6940 · Utilities	3,626.89	4,646.77	8,180.04
Debt Reduction		39,228.64	2,000.00
Total Expense	401,645.67	430,982.32	409,717.13
Net Ordinary Income	-39,228.64	1,817.59	9,690.42



Example #4

Funder: County of Riverside

Submitted by: Family Service Association of Western Riverside County (FSA)

Grant request: Not disclosed

Project description: To fund Prevention and Early Intervention (PEI) services through a program called CARE (Community Assistance and Resources for the Elderly) to older adults in three communities of the East Valley Region of San Bernardino County. Services will focus on assisting seniors before possible mental health issues escalate to higher levels of treatment. They will be provided in community-based settings (i.e. Senior Centers and Senior Nutrition sites and in the homes to frail or geographically/socially isolated elders) and will include the prevention and early identification of depression, dementia, substance abuse and suicide and other mental health issues due to the aging process, trauma and/or bereavement.

Statement of Experience (questions to be answered in addendum to proposal)

a. Business name of the Proposer and legal entity such as corporation, partnership, etc.

Family Service Association is a not-for-profit corporation under the Internal Revenue code 501(c)(3).

b. Number of years the Proposer has been in business under the present business name, as well as related prior business names.

The agency was incorporated in 1953 as Family Service Agency of Riverside. In 1990 the agency name was changed to Family Service Association of Western Riverside to reflect the geographic growth and expansion of agency services. The agency currently operates under this business name and refers to itself also as "FSA".

c. A statement that the prospective Proposer has a demonstrated capacity to perform the required services.

FSA has a demonstrated capacity to perform the required services, as documented in the RFP response. This capacity is based on our experience, expertise and capacity to combine mental health prevention and early intervention with senior services to meet the goals and objectives of the PEI program.



d. List any applicable licenses or permits presently held and indicate ability to obtain any additional licenses or permits that may be required.

FSA has all required licenses and permits required for its program and services sites, including Business Permits and licensing required by Community Day Care Licensing (state of CA) for its Child Development and Adult Day Care programs. All of our clinical staff are registered or licensed with the Board of Behavioral Sciences and have applied for and received National Provider ID #s. If this contract requires any additionally licensing, FSA has the ability to obtain them.

e. A statement that the Proposer has an organization that is adequately staffed and trained to perform the required services or demonstrate the capability for recruiting such staff.

FSA, as a large and diverse agency, has adequate staff (Mental Health and Senior Services) that is trained to perform the required services, and has the ability to recruit and train additional staff to meet the program goals and objectives of the PEI Program for Older Adults.

f. Experience of principal individuals of the prospective: Proposer's present organization in the areas of financial and management responsibility, including names of principal individuals, current position or office and their years of service experience, including capacity, magnitude and type of work.

Name	Title	Years Experience	Responsibilities	Qualifications
Administration:				
Dom Betro	President/CEO	24	Operations, program and fiscal management	Masters in Social Work; Bachelor's in Psychology; Non-Profit Management Instructor (nationally and internationally); Social Entrepreneur
Veronica Dover	Chief Operating Officer	16	Program development and oversight of existing programs; oversight of quality improvement processes	Masters Degree in Psychology; Licensed Marriage and Family Therapist; 15 years of non profit program management
Deborah Starbuck	Chief Financial Officer	20	Fiscal Management and reporting	Certificate in Accounting for Governmental and Non Profit Organizations; 20 years of experience in non profit accounting
Don Miller	Contracts Operation Manager	12	Contracts management	Bachelor's degree; 12 years of experience with operations and contracts management tasks
Shannon Goanzales	Program Services Administrator	9	Quality Assurance processes and assists COO with program oversight	BA- Sociology; MPA in progress expected completion September 09; 9 years of experience with program administration and 4 years of experience with quality improvement oversight
Kathleen Vicario	Human Resources Manager	8	Personnel, hiring and screening	14 years of experience with non profit operations; the last 8 years experience assisting with human resources management; current HR certificate in process



g. With respect to contracts completed during the last five years which involve similar type projects, for each contract show:

Dates of Contract	Type of Service	Total \$ Contract	Service Area	Name and Address of Contracting Agency and Contact Person
7/1/2007-6/30/2008	Sr Nutrition	\$1,497,473	SB Co	San Bernardino Co DAAS 150 S. Lena Rd, San Bernardino 92415 Regina Dalton, 909-388-0241
7/1/2006-6/30/2007	- Sr Nutrition	\$1,470,119	SB Co	San Bernardino Co DAAS 150 S. Lena Rd, San Bernardino 92415 Regina Dalton, 909-388-0241
7/1/2007-6/30/2008	- Adult Day Care, Caregiver Support	\$149,805	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2007-6/30/2008	- Sr Nutrition	\$1,079,380	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2006-6/30/2007	- Adult Day Care, Caregiver Support	\$149,805	Riverside Co	Riverside Co Office on Aging River Crest Rd, Riverside CA Diane Harris, 951-697-4697
7/1/2006-6/30/2007	- Sr Nutrition	\$1,079,362	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2005-6/30/2006	- Adult Day Care, Caregiver Support	\$149,805	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2005-6/30/2006	- Sr Nutrition	\$1,161,571	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2004-6/30/2005	- Adult Day Care?	\$149,805	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2004-6/30/2005	- Sr Nutrition	\$1,079,362	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2003-6/30/2004	- Adult Day Care	\$149,085	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2003-6/30/2004	- Sr Nutrition	\$949,016	Riverside Co	Riverside Co Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697



h. If any contract was terminated prior to the original termination date during the last five years, for each contract show:

None.

i. With respect to contracts currently in effect, for each contract show:

Dates of Contract	Type of Service	Total \$ Contract	Service Area	Name and Address of Contracting Agency and Contact Person
7/1/2008 – 6/30/2009	Sr Nutrition	\$1,336,503	San Bernardino Co	San Bernardino Co DAAS 150 S. Lena Rd, San Bernardino 92415 Christy Hamilton, 909-386-8145
7/1/2008 – 6/30/2009	Sr Nutrition	\$24,250	San Bernardino Co	San Bernardino Co CDBG 290 North D St 6 th Flr, Sn Brdo 92415 Arthur Milian, 909-388-0962
7/1/2008 – 6/30/2009	Adult Day Care, Caregiver Support	\$132,881	Riverside Co	Riverside County Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697
7/1/2008 – 6/30/2009	Sr Nutrition	\$1,159,202	Riverside Co	Riverside County Office on Aging 6296 River Crest Dr #K, Riverside 92507 Diane Harris, 951-697-4697

j. Controlling interest in any other firms providing equivalent or similar services. If none, so state.

FSA does not have controlling interest in other firms providing equivalent or similar services.

k. Financial interest in other lines of business. If none, so state.

FSA is currently in the process of establishing a not-for-profit corporation for Child Development Services and a Community Housing Development Corporation (CHDO). These corporations have no bearing on the programs and services of FSA, including the PEI.

l. Pending litigation involving the Proposer or any officers, employees, and/or consultants thereof, in connection with contracts. If none, so state.

None



m. Convictions or adverse court rulings involving fraud and/or related acts of all officers, consultants, and employees. If none, so state.

None

n. A statement that the Proposer does not have any commitments or potential commitments which may impact on the Proposer's assets, lines of credit, guarantor letters, or ability to perform the Contract.

FSA does not have any commitments or potential commitments which may impact on the Proposer's assets, lines of credit, guarantor letters, or ability to perform the Contract.

o. A statement by the Proposer certifying that neither it nor its principles is presently disbarred, suspended, proposed for disbarment, declared ineligible or voluntarily excluded from participation in transactions with federal departments or agencies.

FSA certifies that neither it nor its principles is presently disbarred, suspended, proposed for disbarment, declared ineligible or voluntarily excluded from participation in transactions with federal departments or agencies.

Subcontractor Information

If a Proposer plans to subcontract any portion of the service delivery described in the RFP, include a written justification for subcontracting.

Not Applicable. FSA does not plan to subcontract any portion of service delivery.

Audited Financial Statements

Such statements shall be the most recent and complete audited financial statement available and shall be for a fiscal period not more than eighteen (18) months old at time of submission.

1) In accordance with CDSS MPP Section 23-610(L), submit the three most recent and complete annual audited financial statements; the most recent must be completed within the past 18 months. If the business has been in existence for less than three years, provide the most recent statements. These statements shall be audited by an independent, certified public accountant.

See Attached

2) In accordance with CDSS MPP Section 23-610(m), submit an unaudited financial statement to cover the period from the last audited statement to present, ending no more than 120 days prior to the date of submission of this proposal.]

See Attached



3) *Submit an agreement to the right of the County, State and federal governments to audit the Proposer's financial and other records.*

FSA agrees to the right of the County, State and Federal government to audit its financial and other records.

Insurance

Submit evidence of ability to obtain insurance in the amounts and coverages stated in Section V, Paragraph B - Indemnification and Insurance Requirements.

FSA has the ability to obtain insurance in the amounts and coverages stated in Section V., Paragraph B – Indemnification and Insurance Requirements. FSA will provide evidence of insurance coverage (Certificate of Insurance), naming the County of San Bernardino as Additional Insured.

Program Budget

*Submit complete Budget Proposal (Schedule A's and B's) for each program, each fiscal year and each site (if applicable) for cost analysis purposes (See Attachment I - Sample).
Electronic version will be emailed to each agency upon verification of mandatory proposal conference attendance or upon request.*

See Attached

Complaint and Grievance Procedures

A statement that the Proposer will ensure that any complaints made by service recipients will be referred to the County in accordance with the County procedure as defined in Attachment B.

FSA will ensure that any complaints made by service recipients will be referred to the County in accordance with the County procedure as defined in Attachment B.



Example #5

Funder: NEA, Access to Artistic Excellence

Submitted by: The Ink People Center for the Arts

Grant request: \$35,000

Project description: Project to continue our work to improve and enhance local arts and cultural groups' ability to realize their artistic and public benefit goals through training and individualized technical assistance and to enrich the cultural fabric of the community by helping visionary artists create solutions for community challenges.

Board of Directors

Name	Occupation	Term Since
Julian Lang, President P.O. Box 161 Karuk/Wiyot Tribal Scholar Arcata, CA 95518 707.839.4962 irahiv3@gmail.com	Multimedia Artist Director, Institute of Native Knowledge	1993
Leslie Castellano, Vice President P.O. Box 4408 Director, Synapsis Arcata, CA 95518 muppet33@gmail.com	Performer/Organizer	2006
Eileen Capaccio, Treasurer 889 Union St. Hunter Hunter & Hunt Arcata, CA 95521 707.822.3259/707.476.0674 w capaccio@sbcglobal.net	CPA	2006
Drogheda (Dao) NiFaolain, Secretary 27 Ole Hansen Rd. Director, The Placebo Eureka, CA 95503 707.667.9421 daonut@theplacebo.net	Web Designer	2006



Ted Loring 1849 1/2 Myrtle Ave. Sera Group Eureka, CA 95501 Consolidated Management 707.441.0981 x 301 Eureka Heritage Preservation Commission ted@c-management.com	Financial Planner	1981
Sean McLaughlin P.O. Box 650 Access Humboldt Eureka, CA 95502 707.616.2381 sean@accesshumboldt.net	Executive Director	2007
Megan Workman 1981 Panorama Dr., Apt. B Visual Artist & Performer Arcata, CA 95521 707.825.8132 workman.meg@gamil.com	North Coast Cooperatives	2007

KEY PROJECT PERSONNEL

Libby Maynard is the Executive Director of The Ink People Center for the Arts and co-founder of the organization. A professional visual artist, she also has over 30 years of nonprofit management experience. She received her BA and MA in art from Humboldt State University. Her artwork has been exhibited throughout California, and is in collections across the nation.

Maynard is a consultant in nonprofit management and program development. Presently, she serves on the Boards of Directors of the Alliance for California Traditional Arts, Humboldt County Workforce Investment Board, Access Humboldt (PEG cable TV), Humboldt Literacy Project Advisory Board, and Humboldt County Arts & Culture Industry Cluster. Previous Board service includes the Humboldt Arts Council, California Association of Nonprofits, Cooperative Community Fund, Eureka Main Street, North Coast Cooperatives, Inc (a consumer food co-op), California Assembly of Local Arts Agencies, California Confederation of the Arts, Redwood Discovery Museum, Plays-In-Progress, Arcata Community Access Television, and chaired the Rural and Small Communities Interest Area of Americans for the Arts. In past years, she worked as a Program Administrator for the California State University Summer Arts Program, Executive Director of the Humboldt Arts Council, and taught printmaking at Humboldt State University, College of the Redwoods, and Pelican Bay State Prison.

She served as President of Rural Arts Services, Founding President and Secretary of the California Assembly of Local Arts Agencies, grant review panelist for the California Arts Council's Artists in Residence, Folk Arts, and Organizational Support Programs, and as a site visitor for the CAC and the NEA. Maynard has been honored with the California Association of



Nonprofits' Award for Excellence in Nonprofit Leadership in 2005. In 2001, she received the California Arts Council Director's Special Award for Outstanding Contributions to the Local Arts Agency Field. United Indian Health Services has given her their Special Recognition Award in appreciation for services rendered in the provision of health care to the American Indian community in 1992, 2000 and 2004. Humboldt Women for Shelter named her Woman of the Year, for service contributing to making Humboldt County a better and safer place for women and children in 1998, and the Hmong Community of the North Coast recognized her in appreciation for her hard work in assisting and supporting the Hmong community. In 1989, the Humboldt County Board of Supervisors commended her for enormous contributions to the community and its artists.

WORKSHOP LEADERS

Florence L. Green is the former Executive Director of the California Association of Nonprofits (CAN), the largest statewide association in the United States. She is also a nationally recognized consultant and trainer. For over 30 years, she has worked with foundations, nonprofit organizations, city and county governments, regional and national associations, colleges and universities, state-wide and regional coalitions and collaborations, and management support organizations.

Ms. Green's consulting programs and services are designed to improve personal and organizational leadership, enhance programs and services, and maximize the development of practical and usable skills. In addition to consultation and training, Ms. Green provides in-depth needs assessments and organizational audits, facilitates long-range and strategic planning, provides technical assistance and custom designed workshops in the areas of fundraising, nonprofit management, strategic planning, personnel development and appraisal, marketing, board development, leadership, and organizational development. In addition she works with statewide and community groups to establish multi-sector collaborations to address major community concerns and social issues.

She has published several articles on fundraising, board development, strategic planning, collaboration, and nonprofit management and will soon publish a book on fundraising for public libraries. She is the past board president of CAN and the past president of the Nonprofit Management Association (now known as the Alliance for Nonprofit Management), a nationwide association of funders, management support organizations, academic researchers and consultant to nonprofits.

She is an Associate to the National Center of Nonprofit Boards and served as an advisor for the development of a self-administered development audit published by the Foundation Center. She is also a founder and member of (and provides administrative support for) the California Nonprofit Policy Council, a statewide advocacy and public policy coalition committed to strengthening the public policy access and power for nonprofits. She is a founder and serves on the board of the National Council of Nonprofit Associations. She taught nonprofit management, strategic planning and fundraising for the University of Judaism in Los Angeles and currently teaches similar classes for the University of Texas at Austin. Ms. Green has been the director of



training for the Grantsmanship Center, at the time the largest nonprofit training organization in the United States.

Guiamar Sandler Heigert, CRFE, has been a fundraising professional for over 20 years. She is a faculty member of the Fund Raising School at The Center on Philanthropy at Indiana University. In Humboldt County, she has lead successful campaigns for St. Joseph Health Systems Foundation and other local groups. In addition to consulting for nonprofits, she owns and runs the Lost Whale Inn on the scenic north coast of California.

Karen Frost of Frostline, Design and Consulting, formerly was the CFO for InterNews and the North Coast Cooperatives. She has worked for multimillion dollar NPOs, like InterNews, and volunteered for small groups like the Ferndale Kinetic Sculpture Museum and the Arcata to Ferndale Kinetic Sculpture Race. She is presently the Director of Finance & Administration for Equal Access.

Tony Smithers is the Executive Director of the Humboldt County Convention & Visitors Bureau. Previously, as their Marketing Director, he built their inquiry level to over one million and tourism related businesses enjoyed the most profitable years ever. His achievements include the development of the HCCVB website, <http://www.redwoodvisitor.org/>.

Byrd Lochtie is a respected consultant specializing in board and staff development, volunteer and personnel management. She holds a monthly board development workshop for the Humboldt Area Foundation and consults with many local nonprofits.