

## Proposal Example #1 – Basic Proposal Model – Letter Proposal

July 21, 2019

Mr. John Smith, President  
The Philanthropic Foundation  
1000 Main Street  
Cityville, Midstate 00000

Dear Mr. Smith:

Cityville Community College (CCC) is the area's largest educational institution and has an exemplary track record of community involvement. As we discussed Friday, there are approximately 300 area youths between the ages of 18 and 21 who are currently unemployed or employed in jobs that do not pay a livable wage, and there are numerous high school students who are at risk of joining this challenged population.

To address this problem, CCC, Cityville High School (CHS), Cityville Convention and Visitors' Bureau, and the International Hospitality Company formed a partnership to implement the *Learn to Earn Program*. This program will provide young people who are unemployed, underemployed, or at high risk of unemployment with job skills in the hospitality industry. The area's hospitality industry is growing and finds it difficult to recruit and retain skilled workers. This situation provides an opportunity for young people as well as an opportunity to strengthen the area economy.

The two-year start-up of *Learn to Earn* will require \$1,126,491. Partnership organizations will contribute \$319,042 in cash, and partners and other businesses will also contribute in-kind resources valued at \$434,600. As applicant agency for the partnership, CCC requests a \$372,849 grant from The Philanthropic Foundation, payable over two years, to complete start-up funding.

**CCC is a Major Resource for Job Skill Development** – Of the 3,000 students graduating from CCC each year, 95% are employed upon graduation with the majority being placed in skilled trades. Partnerships with area business and industry are an essential resource for students and the internships CCC provides contribute significantly to our graduates' high employment rate. Three years ago, in response to a growing need, CCC began focusing specific educational offerings towards preparation for jobs within the tourist and hospitality industries.

**Employment Challenges for Cityville Area Youths** – The Cityville Department of Labor reports there are approximately 300 youths between the ages of 18 and 21 who are now unemployed or employed in jobs that do not pay a livable wage (i.e., minimum wage and/or fewer than 37 hours/week). Only a third graduated from high school and without additional training their prospects for livable-wage employment are poor. Dr. Jane Doe, Superintendent of Cityville Schools, reports that because of poor attendance and poor academic performance, 200 students now enrolled as sophomores, juniors and seniors are unlikely to graduate and will be at high risk for unemployment or underemployment. She also reports that numerous other students who are expected to graduate report having no plans for college or career preparation.

Underemployment and unemployment contribute to hardship for individuals, their families, and the overall community. These problems include generational poverty, homelessness, poor health, substance abuse, delinquency and crime, and dependence on social supports.

A 2018 survey conducted by the School District and Cityville Department of Labor identified four major factors contributing to the unemployment and underemployment of area youth. The target population of young people have: (1) few positive career role models—e.g., most parents, siblings and friends are un- or underemployed; (2) no knowledge of employment opportunities in the area; (3) an inability to access education or training required for entry-level jobs that lead to better-paid positions; and (4) no experience of the positive impact of education on quality of life. The survey also showed this population would be interested in pursuing education or training if it would lead to a desirable career track with decent pay.

***Learn to Earn will Produce Long-term Results for Young People and the Cityville Economy –***

Within six months of start-up, 150 youths will be enrolled in the program. The partnership projects a 90% success rate, expecting that within two years 135 participants will be employed full-time in career-track positions.

At the end of two years, with 135 youths employed at an average salary of \$30,000/year, program graduates are expected to produce over \$4 million in annual earnings, significantly impacting their futures while also boosting the economy and supporting continued growth of the tourism and hospitality industries.

**Hospitality Industry Offers Unique Opportunity for Youths** –Tourism in the area has doubled in the last ten years and the Convention and Visitors' Bureau projects continued growth (Annual Report, 2018). Cityville hosts several popular attractions and is the largest town within driving distance of others. Our museums and other cultural attractions are tourist destinations and the number of visitors to historic Old Town and the Tri-State Amusement Park continues to increase. Cityville semi-professional basketball team draws 150,000 fans annually and when the NASCAR track opens, 150,000 racing fans are expected to visit Cityville each year.

Because they can't recruit and retain enough skilled workers, businesses that provide and support hospitality are finding it difficult to keep up with this growth. The Visitor's Bureau reports 250 current job openings for skilled workers, supervisors, and managers in businesses that include food service and supply, hotels, and destination attractions. Skills sought include financial management, facility management and maintenance, communications, promotion, sales and marketing, information technology, restaurant management, hotel management, and culinary arts. About half of the current openings are defined as entry level.

**Program Plan** *Learn to Earn* will combine high-school and community-college level courses in marketable skills with supervised, paid internships. Three groups totaling 150 young people will participate: (1) 75 enrolled in high school will receive tutoring, transportation to and from a three-month internship, career mentoring, and a *circle of support* that will include peers, teachers, and career mentors. Internships will begin the summer of their junior year. (2) 50 who did not complete high school will enroll in the CCC Graduation Equivalency Program and be provided with tutoring, internships, transportation assistance, career mentoring, and their own circle of support.

(3) 25 who graduated from high school but are un- or underemployed will participate in a series of workshops exploring career opportunities, and be enrolled in targeted CCC classes, provided with tutoring, internships, career mentoring, and their own circle of support.

The Program Director and Assistant Director, new positions based in CCC's office of Career Planning, will recruit participants, coordinate with partners, develop and supervise internships, organize circles of support, coordinate transportation, and connect participants with tutors and mentors. CCC academic support and career services staff will assist with enrollment in classes, supervision of internships, and job preparation. CHS guidance staff will recruit youths, supervise internships, and assist with job preparation. International Hospitality Company will provide a minimum of 75 internship slots and a minimum of 75 mentors. Another 12 hospitality businesses have agreed to take interns and provide mentors. The Director will track participants' progress after they become employed and report on program impact.

Circles of Support will continue for 12 months after internships end, providing crucial assistance in the first year of employment. Staff will encourage employed participants to take targeted CCC classes to upgrade skills to pursue job advancement, and we expect 60% of participants to achieve an associate degree or professional certification. Discussions with tourist and hospitality businesses indicate many employers will pay for employee job-related education or training.

**Sustaining Impact** –The two-year program start-up period will require \$1,126,491 in cash and in-kind resources. Of that amount, \$753,642 is committed from the four partnership organizations and other area businesses (\$319,042 cash and \$434,600 in-kind). Employers will pay intern stipends. The requested Philanthropic Foundation grant of \$372,849 would support salaries for the program Director and Assistant Director, participant transportation, and a stipend for a Volunteer Coordinator. The line-item budget provides detail on program costs and partner contributions.

If *Learn to Earn* is as successful as expected, the International Hospitality Company has made a commitment to work with other hospitality and tourist businesses to fund program continuation beyond the grant period.

I and leaders of other partnership organizations would be pleased to meet with you and your board and staff to further discuss the *Learn to Earn Program*. Thank you for your consideration of this funding request.

Best regards,  
*Eunice Adams*  
Eunice Adams, Ph.D.  
President, Cityville Community College

**Attached:** (1) Budget; (2) Abbreviated budget narrative; (3) 501 (c)(3) determination letter.

**Available upon request:** Full budget narrative; job descriptions; program timeline; program logic model; letters of commitment from partnership organizations; letters of commitment from other organizations; list of employers who will pay for employee education;

## Two-year Start-Up Budget: Learn to Earn Program

Line Items	Program Expenses			Program Resources		
	Year 1	Year 2	Total	Grant Request	Other Cash	In-Kind
<b>PERSONNEL</b>						
Program Director	\$54,000	\$54,000	\$108,000	\$108,000	0	0
Assistant Program Director	\$45,000	\$45,000	\$90,000	\$90,000	0	0
Office Assistant	\$8,580	\$8,580	\$17,160	0	\$17,160	0
CCC Career Services Staff	\$9,600	\$19,600	\$29,200	0	\$29,200	0
CCC Academic Support Staff	\$6,500	\$6,500	\$13,000	0	\$13,000	0
CHS Guidance Staff	\$45,000	\$45,000	\$90,000	0	\$90,000	0
Volunteer Tutors	\$117,000	\$117,000	\$234,000	0	0	\$234,000
Volunteer Coordinator	\$10,000	\$10,000	\$20,000	\$20,000	0	0
Volunteer Career Mentors	\$50,000	\$105,000	\$155,000	0	0	\$155,000
CCC Financial Manager	\$15,000	\$15,000	\$30,000	0	\$30,000	0
Sub-Total Personnel	\$360,680	\$425,680	\$786,360	\$218,000	\$179,360	\$389,000
*Fringe Benefits:36.1% of Salary	\$66,308	\$69,918	\$136,226	\$71,478	\$64,748	0
<b>TOTAL PERSONNEL COST</b>	<b>\$426,988</b>	<b>\$495,598</b>	<b>\$922,586</b>	<b>\$289,478</b>	<b>\$244,108</b>	<b>\$389,000</b>
<b>NON-PERSONNEL</b>						
CCC office space	\$9,000	\$9,000	\$18,000	0	0	\$18,000
CCC meeting space	\$5,000	\$5,000	\$10,000	0	0	\$10,000
CHS meeting space	\$1,300	\$1,300	\$2,600	0	0	\$2,600
CCC video & computer labs	\$5,000	\$10,000	\$15,000	0	0	\$15,000
General office supplies	\$500	\$500	\$1,000	0	\$1,000	0
Supplies for participants	\$500	\$1,000	\$1,500	0	\$1,500	0
Mileage: Prog Dir & Asst Dir	\$660	\$660	\$1,320	0	\$1,320	0
Intern transportation	\$2,813	\$3,750	\$6,563	\$6,563	0	0
New job bus passes	\$9,000	\$9,000	\$18,000	\$18,000	0	0
CCC Circle Mtgs - refreshments	\$3,750	\$3,750	\$7,500	0	\$7,500	0
CHS Circle Mtgs - refreshments	\$3,500	\$3,500	\$7,000	0	\$7,000	0
Advertising	\$720	\$720	\$1,440	0	\$1,440	0
Copying & printing	\$1,000	\$1,000	\$2,000	0	\$2,000	0
<b>TOTAL NON-PERSONNEL COST</b>	<b>\$42,743</b>	<b>\$49,180</b>	<b>\$91,923</b>	<b>\$24,563</b>	<b>\$21,760</b>	<b>\$45,600</b>
<b>SUB TOTAL ALL COSTS</b>	<b>\$469,731</b>	<b>\$544,778</b>	<b>\$1,014,509</b>	<b>\$314,041</b>	<b>\$265,868</b>	<b>\$434,600</b>
*INDIRECT EXPENSE @ 20%	\$54,486	\$57,496	\$111,982	\$58,808	\$53,174	0
<b>TOTAL ALL PROGRAM COSTS</b>	<b>\$524,217</b>	<b>\$602,274</b>	<b>\$1,126,491</b>	<b>\$372,849</b>	<b>\$319,042</b>	<b>\$434,600</b>

\* Value of in-kind volunteer services and stipend for volunteer coordinator not included in calculation for fringe benefits or for indirect costs

## **Abbreviated Budget Narrative (*Full Narrative Available Upon Request*)**

### **PERSONNEL (full job descriptions available upon request)**

**Program Director:** 1 FTE, \$54,000/yr x 2 yrs = \$108,000 (grant request): Overall program implementation

**Assistant Program Director:** 1 FTE, \$45,000/yr x 2 yrs = \$90,000 (grant request) Assist in program implementation

**Office Assistant:** \$8,580/yr x 2 yrs = \$17,160 (CCC donation): \$15/hr x 11 hrs/wk x 52 wks = \$8,580/yr

**CCC Career Services staff:** \$28,800 over 2 yrs (CCC donation): Yr 1 -.20 FTE x \$48,000 = \$9,600; Yr 2 -.41 x \$48,000 = \$19,600. Supervise internships, assist with resumes and preparation for interviews.

**CCC Academic Support Staff:** .10 FTE x \$6,500 x 2 yrs = \$13,000 (CCC donation). Assist with class enrollment, supervision of internships, and job preparation

**CHS Guidance Staff:** 2 Counselors x .50 FTE x \$45,000 x 2 yrs = \$90,000. (CHS donation): Recruit youths; run circles of support; establish & supervise internships; help with transportation; collaborate with CCC staff.

**Volunteer Tutors:** 5,850 hrs/yr x \$20/hr x 2 yrs = \$234,000 (in-kind donation) Hourly value in line w/area rates for tutors. Ten area organizations have guaranteed volunteers.

**Volunteer Coordinator:** Stipend of \$10,000 yr x 2 yrs = \$20,000 (grant request) Recruit, screen, train, schedule, monitor, recognize volunteers. This is a full-time, stipend, volunteer position.

**Volunteer Career Mentors:** \$155,000 over 2 yrs (in-kind donation) Yr 1 - 2,500 hrs x \$20/hr = \$50,000; Yr 2 - 5,250 hrs x \$20/hr = \$105,000. Thirteen businesses have guaranteed mentors.

**Financial Manager:** .20 FTE x \$75.000 x 2 yrs = \$30,000 (CCC donation) Handle all aspects of financial management for the program.

**Fringe Benefits:** \$136,226 over 2 yrs (\$71,478 grant request; \$64,748 CCC & CHS donations). 36.1% of salary expense. Includes health ins, FICA, Worker's Comp, Unemployment, life ins, disability, liability, retirement

### **NON-PERSONNEL**

**CCC Office space:** 600 sq ft/yr x \$15/ft x 2 yrs = \$18,000 (CCC donation – rental value)

**CCC Meeting Space:** 50 wks/yr x \$100/wk x 2 yrs = \$10,000 (CCC donation – rental value)

**CHS Meeting Space:** 26 wks/yr x \$50/wk x 2 yrs = \$2,600 (CHS donation – rental value):

**CCC Video & Computer Labs:** (CCC donation – rental value): Video: \$7,500 for 2 yrs. Yr 1 - 2 hrs/youth x 50 youths x \$25/hr = \$2,500; Yr 2 - 2 hrs/youth x 100 youths x \$25 = \$5,000. Computer: \$7,500 for 2 yrs. Yr 1 - 10 hrs x \$5/hr x 50 youths = \$2,500. Yr 2 - 10 hrs x \$5/hr x 100 youths = \$5,000.

**General Office Supplies:** \$1,000 for 2 years. Consumables.

**Supplies for Participants:** \$1,500 for 2 years: general academic supplies, books, & workbooks

**CCC Staff Mileage:** 1,320 miles/yr x .50/mile x 2 yrs = \$1,320 (CCC donation)

**Intern Transportation:** \$6,563 for 2yrs (grant request): Yr 1 - 3 vans x 25 miles/day x .75/mile x 50 days = \$2,813; Yr 2 - 4 vans x 25 miles/day x .75/mile x 50 days = \$3, 750. School vans will be used.

**New job Bus Passes:** 75passes x \$40/mth x 3 mths = \$9,000 x 2 yrs = \$18,000. (grant request):

**Refreshments for CCC circle meetings:** 30 meetings x \$125/meeting = \$3,750 x 2 years = \$7,500. (donated by Wholesale Food Supply)

**Refreshments for CHS circle meetings:** 28 meetings x \$125/meeting = \$3,500 x 2 years = \$7,000. (donated by Wholesale Food Supply)

**Advertising:** \$720/yr x 2 yrs = \$1,440 (donated by CCC) Ads for staff and participant recruitment

**Copying:** 10,000 copies/yr x .05/copy x 2 yrs = \$1,000 (donated by CCC). Resumes, training, reports, etc.

**INDIRECT COSTS:** audit, communications, technology, maintenance, legal services, board oversight, etc. (in-kind resources and stipend excluded from 20% calculation)