

# IN TIME OF NEED

AN OREGON PUBLIC BENEFIT CORPORATION

## Business Plan

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*Updated December 2025*

# TLDR: A Quick Overview

*In Time of Need* (IToN) is an Oregon Public Service Corporation (a nonprofit) formed and managed by six volunteers with first-hand experience in doing care-full work: delivering food to the poor, working with sexual abuse survivors, supporting the disabled and elderly, mentoring single mothers with substance abuse issues, assisting prison inmates post-release, fostering children, and advocating in court cases for the well-being of abused children.

Given our experience, it's clear to us that life can turn fragile for anyone. Images abound of our fellow citizens suffering as a result of economic and natural disaster, physiological and mental trauma, violence, or any of the myriad ways a person must shoulder the stigma of an accident of birth.

Both those in need (whom we are calling **Seekers**) and those who can provide solutions to their needs (we call them **Providers**) exist in great numbers. The problem lies in creating a connection in every case, where a Provider can satisfy a Seeker's most immediate need.

All information about the availability of goods and services for those in need is in the cloud in some form. Our challenge is threefold:

- (1) How do we gather and store that Provider information and ensure its integrity?
- (2) How do we deliver it to any Seeker in a friendly, timely, accurate and easily accessible form?
- (3) How do we make our application free and universally available and accessible while maintaining the anonymity and dignity of every Seeker?

One member of our team is highly proficient at information technology, key to automating this process of meeting these three challenges. He is leading a team of computer science students at

Oregon State University to build AI agents that will both speed the acquisition of Provider information and provide an intelligent interaction with each Seeker.

Our goal is to eliminate any tedious, unnecessary and error-prone human interaction between Seeker and Provider by employing artificial intelligence (thus avoiding, for instance, 211info's \$7 million payroll to serve Seekers only in Oregon and SW Washington, and United Way's 211 human phone-answering network).

Our design automates the Seeker's search; it reduces to a minimum those questions the Seeker must answer for our service to respond—with precision—to the Seeker's need.

This resource will also be useful for Guides: librarians, law enforcement and probation officers, therapists, counselors, family members, etc.—actually, anyone with a smartphone or desktop computer.

The intended outcome of this project is the humane steering of any and all Seekers to a state of wellness and security and achievement.

## Why IToN Exists

IToN focuses on two classes of need: *persistent* needs (the lower levels of Maslow's [Hierarchy of Needs](#)), and *temporal* needs (those higher up on the hierarchy).

**Persistent needs** are systemic and longstanding, and they are often tied to poor economic conditions. Four causes of persistent

unanswered needs are poverty, food insecurity, lack of protection from harm and lack of affordable healthcare<sup>1</sup>.

More specifically, here are examples of needs that exist on the lower, more systemic levels of the Maslow's Needs Hierarchy:

**Physiological needs:** food, shelter, air, water, sleep, clothing (see [Appendix B](#) for a fuller list of basic needs).

**Safety and security needs:** health, personal security, employment, property, family and social mobility.

For all persistent needs IToN will provide information on what nearby resources are available at present, with directions on how to get to them, along with other helpful information. Fully a third of the population of the United States could benefit from such a guided support system.

**Temporal needs** apply more to psychological well-being and self-fulfillment. Once all persistent needs are satisfied, a person is free to focus more on self-improvement. Examples of temporal needs in the Hierarchy are:

**Belonging and love needs:** intimate relationships, friendships.

**Esteem needs:** prestige and feeling of accomplishment.

**Self-actualization:** achieving one's full potential, including creative activities.

It's safe to say that almost the entire population of the United States can use an extensive source of information about self-betterment to satisfy temporal needs in these trying times.

We are building a **Well-being Library** of resources to support all those with both persistent and temporal needs.

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<sup>1</sup> See [Appendix C](#) for a few statistics on vulnerability in the United States.



### **A recent snag: The One Big Beautiful Bill Act (OBBBA)**

Recent federal actions will have a future impact on the health and safety of a significant portion of the population. For instance:

The OBBBA increased SNAP work requirements, eliminated exemptions for veterans and homeless individuals, and made other changes that are estimated to result in **2.4 million fewer people qualifying for SNAP benefits**. The formula for calculating SNAP benefits is being frozen, which means benefits will become less adequate over time as [food prices increase](#).

Nearly 80 million Americans—including 38 million children—receive health care coverage through Medicaid and the Children's Health Insurance Program. Under the new law, **11.8 million Americans could lose their health coverage**.

The Department of Labor has refused to release **more than \$300 million in funding for the Senior Community Service Employment Program (SCSEP)**, leaving thousands of low-income seniors at risk of losing jobs many rely on to survive. **Over 25,000 older workers so far have been furloughed** as of early August, according to the National Council on Aging (NCOA).

A recent House budget proposal would **cut over \$5 billion from Title I funding** which supports high-poverty schools. A proposal to consolidate 18 federal K-12 programs into a single block grant would **reduce total funding from \$6.5 billion to \$2 billion**.

The proposed budget includes a **\$26.7 billion reduction in rental assistance programs**, affecting Section 8 vouchers, public housing, and other Department of Housing and Urban Development (HUD) programs.

To be clear, IToN cannot 'fix' any of these institutional inequities. Our mission is to make sure that, to the best of our ability, all available resources are able to find their way to those affected.

# Seekers, Providers, Guides and Channels

We cite four elements in the domain of the disadvantaged:

1. **Seekers** — All those in need,. For example:
  - Low-income individuals and families
  - Domestic violence survivors
  - Foster parents and teens aging out of foster care
  - Released prisoners
  - Immigrants, refugees and people of color
  - LGBTQIA+ individuals
  - Homeless individuals and families
  - The elderly and the physically disabled
  - Those with IDD: Individual and Developmental Disabilities
  - People with adverse mental health experiences
  - Discharged veterans
  - People with adverse mental health experiences
  - Disaster victims

(see also the sketch in [Appendix D](#))

NOTE: As people lose their SNAP benefits, it will be crucial that we continue to emphasize food among the essential needs.

2. **Providers** of services to those in need (see [Appendix G](#)).
3. **Guides** — These are people who provide a direct connection between Providers and Seekers (see [Appendix H](#)).
4. **Channels** provide the connections between Seekers and Providers, such as:
  - United Way (211): <https://www.211.org/>, a phone-based system requiring human interpretation of a caller's needs.

- 211 Info: <https://www.211info.org/>, a passive, layered aggregation of HTML web pages, limited to serving only residents in Oregon and southern Washington.
- ***In Time of Need***, an AI-based system using advanced smartphone technologies.

## Our Solution: Intelligent Agents

The fundamental problem we address is this: when someone is in desperate need, in the moment, they need immediate, accurate, easily found, helpful information. We offer the following three aspects to our solution.

The **SERVICES DIRECTORY** guides the Seeker to their needed service in these four automated steps:

1. The Content Management System (CMS) takes the Seeker's situation (location and stated need), and queries the database for local Providers who can meet the need.
2. Using Google services, the app presents the results of the query as a map showing all those Providers able to address the Seeker's stated needs, and when/how to reach them.
3. Clicking on any one Provider icon on the map generates a popup which guides the Seeker to more detailed information about that Provider.
4. Included in the details are Provider URL, contact information, hours of operation, routes depending on transportation mode—drive, bus, walk, etc.

The **WELL-BEING LIBRARY** serves the upper levels of the Needs pyramid. It's a guided and searchable repository of links to online resources that support self-improvement: books, videos, articles, blogs, free online courses, etc. on topics of interest to the Seeker.

**DATA ANALYTICS** will be a key behind-the-scenes factor improve both our internal discipline and the optimization of the efforts of service Providers, allied philanthropies and government institutions:

- By tracking what, where and when a Seeker expressed an unmet need, we can map “needs deserts”.
- We can use this information internally to improve our services.
- Most importantly, we can provide feedback regarding ‘needs deserts’ to Providers, philanthropies and government agencies, both to validate their support of our efforts, and to point to where they can focus and/or reallocate their resources.

## How We’re Making It Happen

**Design Platform:** We employ **Vercel/Next.js**, a cloud platform that allows our developers to build, deploy, and scale our frontend application. We are currently using the content operating system **Sanity** to collect, manage and store Provider details.

**UI/UX:** We will continue to contract with **Fixel** to build our user interface/user experience. Our product thrust is based on the assumption that the Seeker is under pressure and needs assistance in the moment; or we assume that the Guide doesn’t have much time to come up with the optimal response to the Seeker’s need.

We will also build into our application a feedback feature where a Seeker can let us know if any information about a Provider is not accurate or sufficient (see [Appendix E](#)).



**Data Collector:** We have engaged a team of five OSU computer science students to devote their capstone project to build artificial intelligence agents to obtain data and normalize it from...

- All 600+ food banks in the US states and territories,
- All domestic violence shelters in the US,
- All homeless shelters in the US,
- All sources of free or reduced-price clothing in the US.


**Links to the Well-being Library:** We will build a query engine (possibly AI-generated) to reference our Well-being Library on every request for needs satisfaction, as well as to offer article suggestions on demand for those higher up the Needs Hierarchy.

**Legal Protection:** We will protect our intellectual property, and also our liability in the case of false or misleading Provider information.

**Our Goal:** Make all products and services free to all, and make them friendly, smart and universally accessible. Focus on basic needs, but provide support for every level of the Needs Hierarchy.

**Overall Impact:** We intend to be the first (and thus possibly the only) provider of reliable, automated, instantaneous and targeted information on how best to glean what's needed or desired.

## Getting the Word Out

NOTE: Internally, we are calling our global package of products and services **The TH**, reflecting Maslow's Hierarchy of Needs. Until we get clarification about trademark protection under USPTO's Trademark Class 41 (Education and Entertainment Services), publicly we will use the term "our application".

Similar to our need to reach the needy, we must have a strategy for reaching Providers, both those we know and others who learn about us and want to be added to our directory.

Objectives of our communication with all stakeholders are:

- Communicate clearly and directly to those in need
- Be specific with well-defined and -detailed messages
- Given our resources, ensure all commitments are achievable
- Be clear about phases and deadlines

Strategize on communication channels (See [Appendix F](#): Getting the Word Out on a Low Budget):

- Social media platforms
- Email and letter campaigns
- Digital and easel displays
- Infographics and presentations
- Video conferences
- Tri-folds

We will create an editorial calendar for consistent releases to create clear messages for different channels and audiences: clear, concise and consistent themes that stick in audiences' minds and stimulate next steps.

## **A Financial First Look**

To date we have funded this project ourselves. As a result, we have a working 'engine' of our application and we have a test database, enough to prove our concept. We are working toward a version worthy of launch in Oregon—and possibly covering the entire Pacific Northwest—in 2026.

As we approach launch we will need outside financial support. The following is a first approximation at requirements...

## Pre-Launch

Goals: complete the app design, test locally, begin seeking grants.

<i>Expense Description</i>	<i>Estimate</i>
Finalization of front-end UX/UI	\$10,000
LLM credits	2,000
Grant writer fees	5,000
Contracts with part-time data evaluators	4,000
Rough Total	\$21,000

## Post-Launch Year 1

Goals: begin to build our management team and to start hiring staff to manage the process of managing the AI agents and identifying and correcting errors, inconsistencies, and inaccuracies in the dataset to improve its quality, accuracy, and reliability.

<i>Expense Description</i>	<i>Estimate</i>
Executive Director: salary, benefits, taxes	\$120,000
Staff person: wages, benefits, taxes	80,000
LLM credits	5,000
Grant writer fees	25,000
Rough Total	\$230,000

In addition to the Executive Director, we propose three other executive functions to be brought onboard post-Launch, along with additional staff as we grow the team to cover the West Coast and then all the USA and possibly beyond:

- Someone to oversee operations (COO),
- Someone to manage the technical aspects of the operation, including contractor oversight (CTO),
- Someone to assist the ED with agency and foundation liaison, budgeting and financial reporting (CFO).

For further prospects regarding financial support, see [Appendix I](#).

# Our Long-term Goals

We want to start distribution of the application with information about food sources and shelters...

- starting in Oregon, and possibly Washington
- then in West Coast states,
- then eastward,
- meanwhile incorporating other services beyond food and shelter,
- eventually covering all states and territories and, possibly, other countries,
- and as time allows, move up Maslow's Hierarchy...

... all the while continuing to expand the Well-being Library.

We will always work to honor all our stakeholders:

- Funders,
- Provider allies and consortiums,
- our executives and employees, and
- our Board members.

We intend that our effort to aid the needy will continue and grow for many years. It may even take on dimensions of the kind we have only vague imaginings at this time.

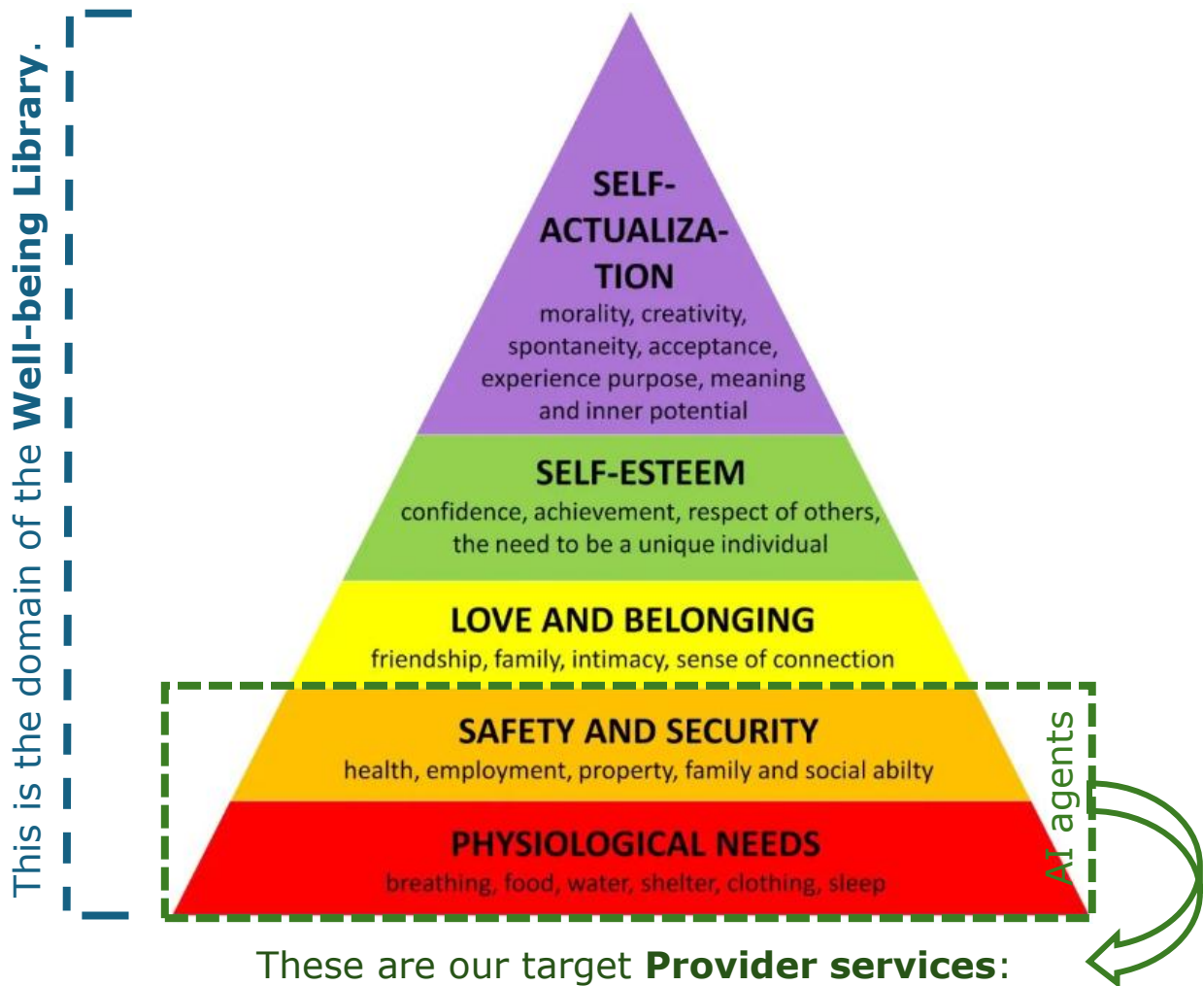
And so, this is ultimately a plan for transitioning from a small, volunteer-managed enterprise to one that is at-scale and professionally run, still involving any of us founders who want to stay engaged in a full-time role.

Once we have disseminated our application, with its underlying database, to the entire country (and beyond?) ...

... and all major functions are automated optimally ...

... we will most likely form an alliance—or some form of consolidation—with a large national foundation to continue the operation under their umbrella.

# Appendix A: Maslow's Hierarchy



- Food
- Shelter
- Clothing
- Primary medical
- Maternal care
- Child wellness
- Hygiene
- Security from abuse
- Employment
- Elder care
- Legal services

# Appendix B: A Taxonomy of Needs

## Food/Meals

- ☐ Food pantry
- ☐ Free produce
- ☐ Groceries
- ☐ Hot meals
- ☐ Food boxes
- ☐ Breakfast
- ☐ Lunch
- ☐ Dinner
- ☐ Ready to eat meals
- ☐ Sack lunch
- ☐ Dining hall
- ☐ Food delivery
- ☐ Supplemental Nutrition Assistance Prog. (SNAP)
- ☐ Women, Infants and Children (WIC)

## Shelter/Housing

- ☐ Domestic Violence and Sexual Assault protection
- ☐ Emergency shelter
- ☐ Energy assistance
- ☐ Housing for families
- ☐ Disaster services
- ☐ Permanent housing for homeless
- ☐ Eviction prevention assistance
- ☐ Felon friendly housing
- ☐ Homeless services
- ☐ Laundry
- ☐ Lockers
- ☐ Mail service
- ☐ Motel stays/shelter
- ☐ Phone and message service
- ☐ Rent assistance
- ☐ Residential services
- ☐ TANF: Temporary Assistance for Needy Families
- ☐ Temporary shelter - adult couples

- ☐ Temporary shelter - adults only
- ☐ Temporary shelter - families
- ☐ Temporary shelter - female adult only
- ☐ Temporary shelter - female adult with children
- ☐ Temporary shelter - male adult only
- ☐ Temporary shelter - youth
- ☐ Transitional housing
- ☐ Utilities assistance

## **Health/Treatment**

- ☐ Crisis intervention services
- ☐ Counseling, Therapy and Recovery
- ☐ Dental
- ☐ Developmental disabilities services
- ☐ 24/7 Crisis line
- ☐ Advocacy and case management
- ☐ Disability services
- ☐ Child care assistance
- ☐ Elder services
- ☐ Emergency hotline
- ☐ Behavioral health
- ☐ Children and youth services
- ☐ Gynecological services
- ☐ HIV/AIDS services
- ☐ Maternity services
- ☐ Optometry
- ☐ Pediatrics
- ☐ Peer counseling
- ☐ Pet care
- ☐ Substance use disorder treatment
- ☐ Parenting groups and support
- ☐ TB test
- ☐ Pharmacy
- ☐ Primary medical
- ☐ Senior services
- ☐ Suicide prevention
- ☐ Support groups

- ☐ Syringe exchange
- ☐ Tattoo removal
- ☐ Tele-medicine
- ☐ Veteran support
- ☐ Vision care

### **Personal care**

- ☐ Clothing, free or reduced price
- ☐ Haircut
- ☐ Hygiene items
- ☐ Restrooms
- ☐ Showers

### **Services for Handicapped Individuals**

- ☐ Therapies: Occupational, speech, physio
- ☐ Mental health support
- ☐ In-home care
- ☐ Government benefits
- ☐ Housing assistance
- ☐ Independent living skills training
- ☐ Personal assistance
- ☐ Accessible technology
- ☐ Job training and support
- ☐ Advocacy

### **Transportation**

- ☐ Bus tickets
- ☐ Non-emergency medical transportation
- ☐ Public transportation
- ☐ Handicapped accessibility

### **Legal/Employment**

- ☐ Computer available
- ☐ Employment assistance
- ☐ Felon friendly employment
- ☐ ID/Birth Certificate support
- ☐ Legal services



- ☐ Notary services
- ☐ Victim services

### **Culturally Specific Resources**

- ☐ Immigrant and Refugee services
- ☐ English as a second language
- ☐ LGBTQIA2+ support
- ☐ Native American services

# Appendix C: The Scale of Need

## Who is considered vulnerable in the United States?

Indicator	Number affected	Reference
<b>Poverty</b>		
People living in poverty in the United States	<b>36,800,000</b> people (10.8%)	<a href="#">US Census Bureau</a>
US households earning less than \$50,000/yr	<b>41,500,000</b> (31.3%)	<a href="#">US Census Bureau</a>
Members of households < 125% of poverty level	<b>50,000,000</b> people	<a href="#">Legal Services Corporation</a>
Children in low-income American families	<b>15,000,000</b> children	<a href="#">Legal Services Corporation</a>
<b>Food Insecurity</b>		
Americans in food insecure households	<b>18,000,000</b> households	<a href="#">US Department of Agriculture</a>
Food insecure US households with children	<b>3,200,000</b> households	<a href="#">US Department of Agriculture</a>
People on Supplemental Nutrition Assistance	<b>41,700,000</b> people	<a href="#">US Department of Agriculture</a>
<b>Domestic Violence</b>		
Child, domestic partner and elder abuse in US	<b>10,000,000</b> people annually	<a href="#">US Department of Agriculture</a>
<b>Healthcare Insecurity</b>		
Americans age 0-64 without health insurance	<b>25,300,000</b> people	<a href="#">KFF</a>

In 2024, over one in ten people in the US were living in poverty, which translates to **36,800,000 people**, according to the U.S. Census Bureau. Poverty disproportionately affects people of color, with higher rates for Black, Hispanic, and Native American populations compared to White and Asian populations. Children and single-parent families, particularly those headed by women,

also experience higher poverty rates. Factors contributing to poverty include low wages, lack of affordable housing and healthcare, limited educational opportunities, and systemic

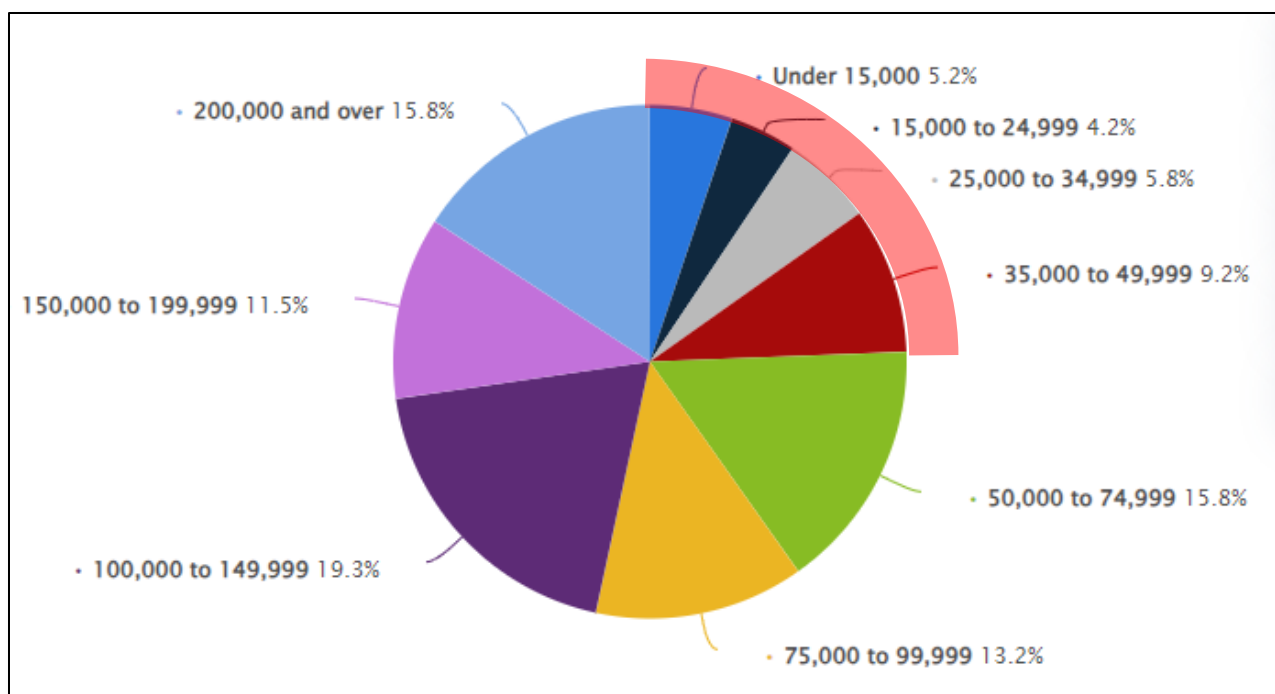
**Poverty Thresholds for 2023 by Size of Family and Number of Related Children Under 18 Years (In dollars)**

Size of family unit	Related children under 18 years								
	None	One	Two	Three	Four	Five	Six	Seven	Eight or more
Three people.....	23,834	24,526	24,549						
Four people.....	31,428	31,942	30,900	31,008					
Five people.....	37,901	38,452	37,275	36,363	35,807				
Six people.....	43,593	43,766	42,864	41,999	40,714	39,952			
Seven people.....	50,159	50,472	49,393	48,640	47,238	45,602	43,808		
Eight people.....	56,099	56,594	55,575	54,683	53,416	51,809	50,136	49,710	
Nine people or more.....	67,483	67,810	66,908	66,151	64,908	63,198	61,651	61,268	58,907

Source: U.S. Census Bureau, 2024.

inequalities.

When using the US Census Bureau's poverty guidelines to determine eligibility, most programs use a percentage multiple of the guidelines, such as 125%, 150%, or 185%. For example, Meals for Kids uses 185% of the poverty threshold. A family of



four with two children earning less than **\$57,165** [\$30,900 x 1.85] qualifies for assistance.

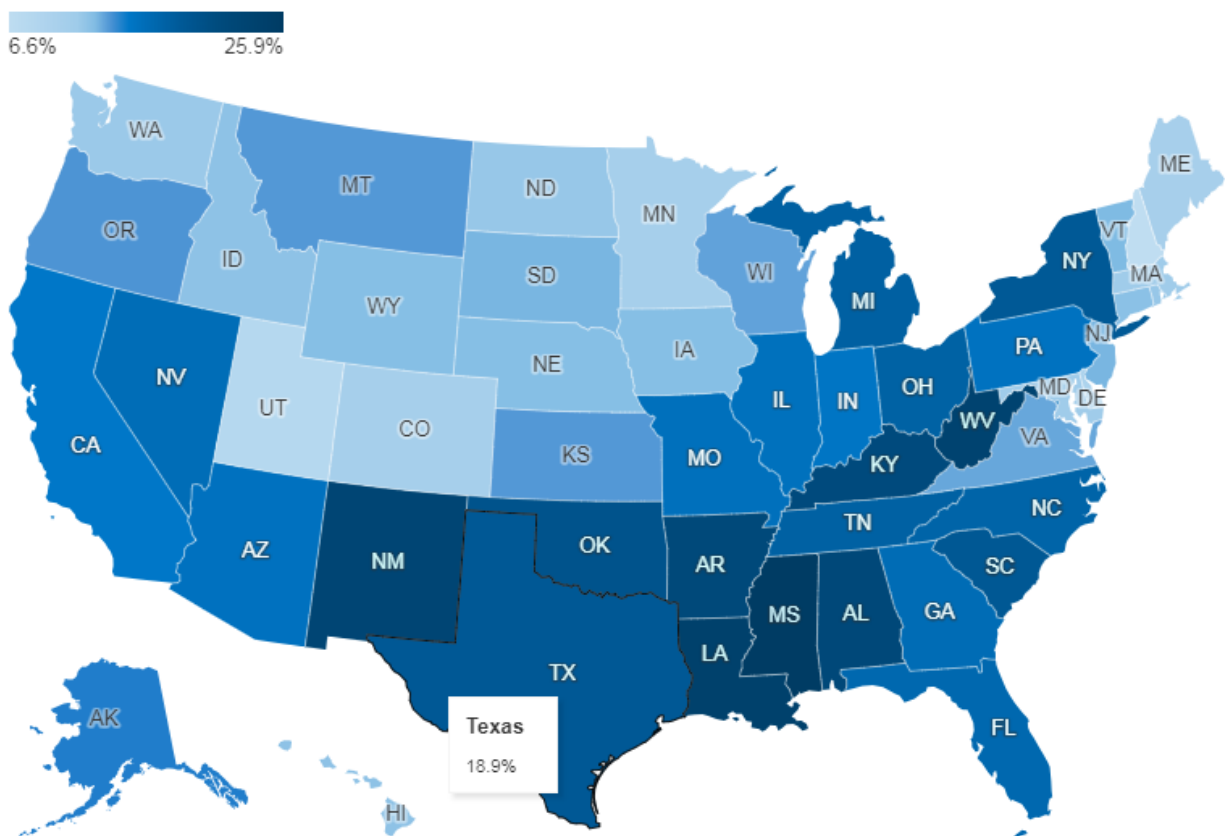
Currently there are 84,330,000 families in the United States. Of those, over **20,600,000** earned less than \$50,000 a year (red arc).

Only 48% of Americans, 125 million, have enough emergency savings to cover at least three months' worth of expenses, as of May 2023. **22%, 57 million Americans, have no emergency savings at all.**

## How many children experience poverty in the United States?

### Children's Poverty Rates Vary by State

*Official Poverty Rates for Children Ages 0-18 by State, 2022*

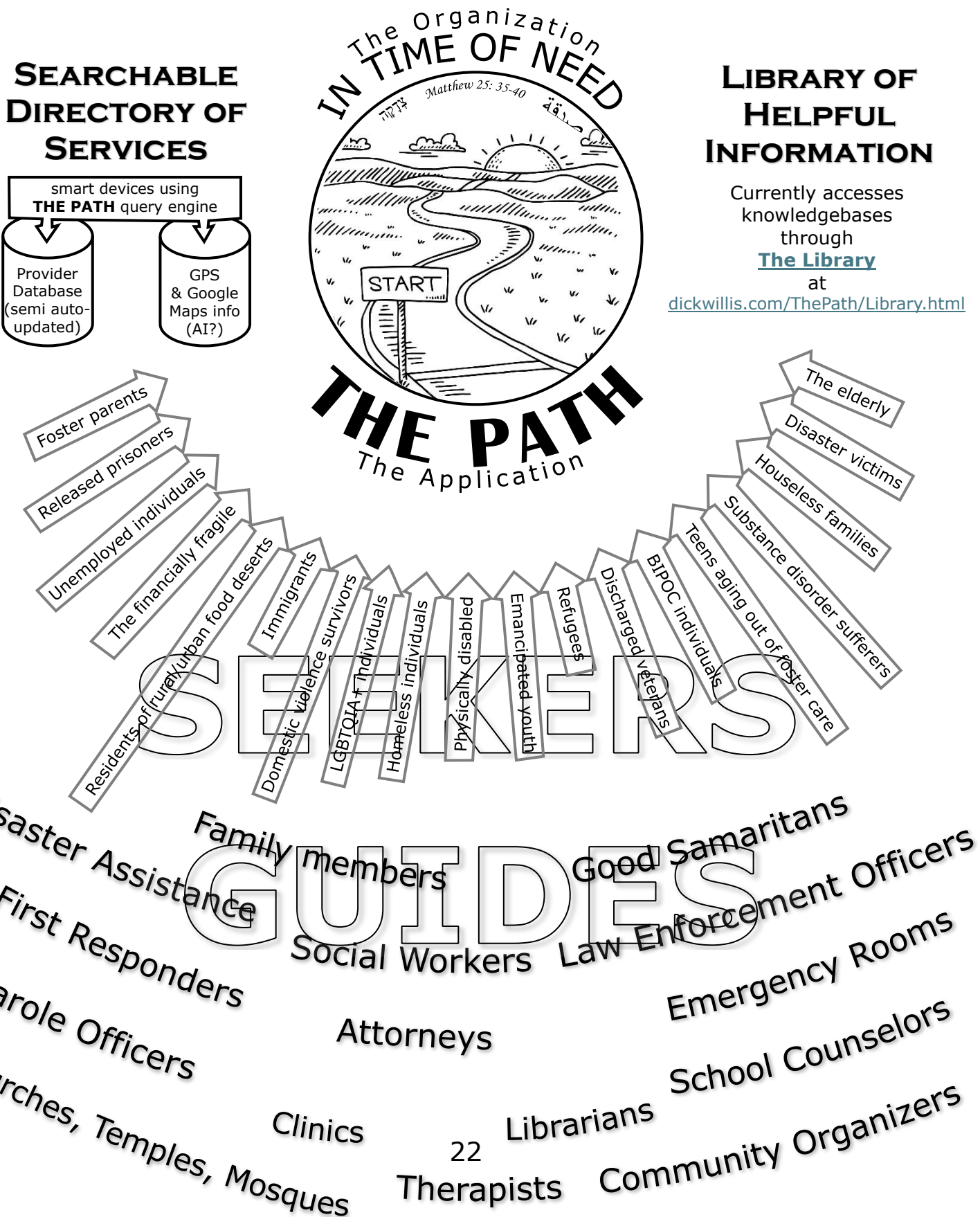


- Of the total population of the United States (336.2 million) 72.4 million are below the age of 18.
- Currently, 16% of all children in the United States, **11.6 million kids total, are living in poverty**. A family of four with annual earnings below \$30,900 is considered poor.

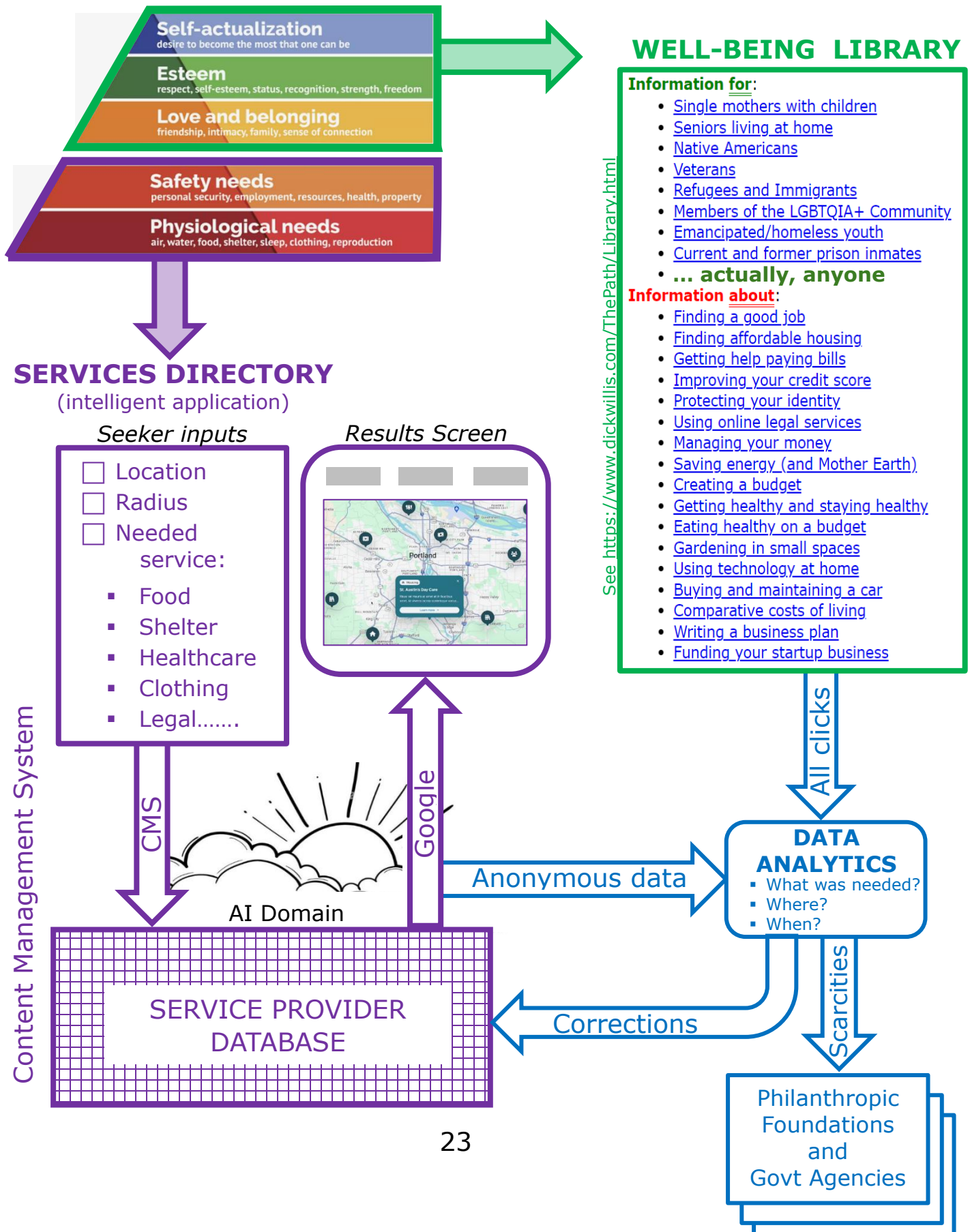
### **How many seniors experience poverty in the United States?**

- More than **17 million** (or roughly 1 in 3) older adults aged 65+ are **economically insecure**, with incomes below 200% of the Federal Poverty Level (FPL).
- In 2022, nearly half of adults age 55-66, **37 million**, had no personal retirement savings.
- On average, older women received about \$9,900 less annually in retirement income in 2016 than older men due to lower lifetime earnings, time taken off for caregiving, occupational segregation into lower wage work, and other issues. Older women of color fare even worse.
- In 2020, **5.2 million** older Americans faced the threat of **hunger**, representing 6.8% of adults age 60+ in the U.S.

# Appendix D: Seekers and Guides



# Appendix E: System Schema



# Appendix F: Getting the Word Out on a Low Budget

A rough estimate of Americans in serious need, as deduced from the numbers in Appendix B, lies somewhere **between 30 and 70 million adults**, plus another several million children. Assuming that a majority of them have access to a smart phone or a library computer or a game console, they can access our services if they are aware of them.

As responsible stewards of our patrons' philanthropy, we must find no- or low-cost means of creating client awareness. Conceivably, as the popularity of *The Path* grows our website will go viral. In the beginning, we must engender awareness and interest.

A principal means of dissemination will be our satisfied clients. As we succeed at providing accurate information to those who need it, they will let others know who have similar needs.

To further get the word out, we can make available inexpensive 'business cards' (Avery 28878, etc.) with our logo, URL and QR code, to be posted on community corkboards, bulletin boards, or handed out at recovery meetings, religious gatherings, farmers markets, fairs, chat rooms, Facebook, other virtual platforms, etc.

We can also make printable templates and posters for store windows and for cardboard easel displays on receptionist desks in libraries, clinics, etc. Here are a few other low-cost means we can employ:

- [Leveraging social media](#)
  - Meta: Facebook, Instagram, WhatsApp, Messenger
  - Google: YouTube
  - Oracle (tentative): TikTok
  - Microsoft: LinkedIn
  - Other platforms include Pinterest and Reddit.
- [Marketing by word of mouth](#)
- [Generating targeted emails](#)
- [Responding to online reviews](#)



# Appendix G: Provider Alliances

## Food

- Oregon Food Bank: <https://www.oregonfoodbank.org/find-support>
- Feeding America: <https://www.feedingamerica.org/>
- Meals on Wheels America: <https://www.mealsonwheelsamerica.org/>
- USDA Food Assistance Programs: <https://www.nutrition.gov/topics/food-security-and-access/food-assistance-programs>
- U.S. General Services Administration: <https://www.usa.gov/food-help>

## Shelter

- National Domestic Violence Hotline: <https://www.thehotline.org/get-help/directory-of-local-providers/?service=shelter>
- DomesticShelters.org: <https://www.domesticshelters.org/help>
- National Coalition for the Homeless: <https://nationalhomeless.org/>

## Healthcare

- U.S. Centers for Medicare & Medicaid Services: <https://www.healthcare.gov/community-health-centers/>
- The Mayo Clinic: <https://www.mayoclinic.org/diseases-conditions>
- WebMD: <https://www.webmd.com/>
- National Association of Healthcare Access Management: <https://www.naham.org/>

# Appendix H: Associations of Guides

Those who can show clients how to use our app:

- American Red Cross **Disaster Relief**:  
<https://www.redcross.org/about-us/our-work/disaster-relief.html>
- National **Voluntary Organizations Active in Disaster**:  
<https://www.nvoad.org/>
- American **Nutrition** Association: <https://www.theana.org/>
- National Association of **Free & Charitable Clinics**:  
<https://nafcclinics.org/>
- National Association of **Social Workers**:  
<https://www.socialworkers.org/>
- **Clinical Social Work** Association:  
<https://www.clinicalsocialworkassociation.org/>
- U.S. **First Responders** Association (USFRA):  
<https://www.usfra.org/n/WhoWeAre>
- **Emergency Nurses** Association: <https://www.ena.org/>
- National Association of **Police** Organizations (NAPO):  
<https://www.napo.org/>
- American **Counseling** Association:  
<https://www.counseling.org/>
- American **School Counselor** Association:  
<https://www.schoolcounselor.org/>
- Association for **Addiction Professionals** (NAADAC):  
<https://www.naadac.org/>
- National Association of **Addiction Treatment Providers**:  
<https://www.naatp.org/>

- National Association of **Rural Health Clinics**:  
<https://www.narhc.org/narhc/default.asp>
- National Association of **Community Health Centers**:  
<https://www.nachc.org/>
- Society of **Student-Run Free Clinics**:  
<https://www.studentrunfreeclinics.org/>
- American **Library** Association: <https://www.ala.org/>
- National Association of **Probation** Executives:  
<https://www.napehome.org/>

# Appendix I: Appeals to Mission-Friendly Foundations

**Stage 1:** For hiring staff or contractors to catalog all Providers in the **Pacific Northwest** through 2027 and maintain our database, and for contracting for legal and marketing and branding assistance, we estimate we'll need approximately \$130,000 per month.

Foundation	State	ProPublica	Annual Giving
<a href="#">Bill and Melinda Gates Foundation</a>	WA	<a href="#">56-2618866</a>	\$4,280,463,865
<a href="#">The Oregon Community Foundation</a>	OR	<a href="#">23-7315673</a>	\$94,772,414
<a href="#">The Seattle Foundation</a>	WA	<a href="#">91-6013536</a>	\$75,578,476
<a href="#">The Paul G. Allen Family Foundation</a>	WA	<a href="#">94-3082532</a>	\$42,890,595
<a href="#">M. J. Murdock Charitable Trust</a>	WA	<a href="#">23-7456468</a>	\$40,607,621
<a href="#">Meyer Memorial Trust</a>	OR	<a href="#">93-0806316</a>	\$32,880,007
<a href="#">The Ford Family Foundation</a>	OR	<a href="#">93-6026156</a>	\$29,725,631
<a href="#">The J.A. and Kathryn Albertson Found'n</a>	ID	<a href="#">82-6012000</a>	\$28,346,750
<a href="#">The Rasmuson Foundation</a>	AK	<a href="#">91-6340739</a>	\$26,495,042
<a href="#">The Norcliffe Foundation</a>	WA	<a href="#">91-6029352</a>	\$25,575,261

**Stage 2:** For hiring staff or contractors to catalog all Providers in **The West** (NW+CA, HI, AZ, NV, UT) through 2029 and maintain our database, we estimate we'll need approximately \$180,000 per month.

Foundation	State	ProPublica	Annual Giving
<a href="#">The William and Flora Hewlett Foundation</a>	CA	<a href="#">94-1655673</a>	\$431,219,377
<a href="#">The David and Lucile Packard Foundation</a>	CA	<a href="#">94-2278431</a>	\$325,249,144
<a href="#">Tides Foundation</a>	CA	<a href="#">51-0198509</a>	\$222,278,451
<a href="#">California Community Foundation</a>	CA	<a href="#">95-3510055</a>	\$170,444,478
<a href="#">The California Endowment</a>	CA	<a href="#">95-4523232</a>	\$155,964,525
<a href="#">The Eli and Edythe Broad Foundation</a>	CA	<a href="#">95-4686318</a>	\$141,325,999
<a href="#">Conrad N. Hilton Foundation</a>	CA	<a href="#">94-3100217</a>	\$111,767,014
<a href="#">The James Irvine Foundation</a>	CA	<a href="#">94-1236937</a>	\$87,377,604
<a href="#">Arizona Community Foundation</a>	AZ	<a href="#">86-0348306</a>	\$52,939,958
<a href="#">Hawaii Community Foundation</a>	HI	<a href="#">99-0261283</a>	\$41,896,815
<a href="#">George S. Eccles and Delores Dore Eccles Foundation</a>	UT	<a href="#">87-6118245</a>	\$20,036,997

**Stage 3:** For hiring staff or contractors to catalog all Providers in the United States through 2031 and maintain our database, we estimate we'll need approximately \$220,000 per month.

Foundation	ProPublica	Annual Giving
<a href="#"><u>Ford Foundation</u></a>	<a href="#"><u>13-1684331</u></a>	\$918,133,779
<a href="#"><u>Lilly Endowment Inc</u></a>	<a href="#"><u>35-0868122</u></a>	\$1,548,539,382
<a href="#"><u>The Walton Family Foundation, Inc.</u></a>	<a href="#"><u>13-3441466</u></a>	\$677,896,287
<a href="#"><u>W. K. Kellogg Foundation</u></a>	<a href="#"><u>38-1359264</u></a>	\$394,643,691
<a href="#"><u>The Wells Fargo Foundation</u></a>	<a href="#"><u>41-1367441</u></a>	\$217,645,092
<a href="#"><u>The Andrew W. Mellon Foundation</u></a>	<a href="#"><u>13-1879954</u></a>	\$596,113,933
<a href="#"><u>The Robert Wood Johnson Foundation</u></a>	<a href="#"><u>22-6029397</u></a>	\$697,185,307
<a href="#"><u>The Simons Foundation</u></a>	<a href="#"><u>13-3794889</u></a>	\$497,864,430
<a href="#"><u>Robert W. Woodruff Foundation, Inc.</u></a>	<a href="#"><u>58-1695425</u></a>	\$191,115,162
<a href="#"><u>Laura and John Arnold Foundation</u></a>	<a href="#"><u>26-3241764</u></a>	\$163,449,962
<a href="#"><u>The JPMorgan Chase Foundation</u></a>	<a href="#"><u>23-7049738</u></a>	\$202,576,018
<a href="#"><u>John Templeton Foundation</u></a>	<a href="#"><u>62-1322826</u></a>	\$150,311,416

# Appendix Z: IToN Documents

This document:

[https://needtime.org/IToN\\_Business\\_Plan.pdf](https://needtime.org/IToN_Business_Plan.pdf)

Overview and Status Page:

<https://needtime.org/default.html>

Our Application to OSU's EE/CS Capstone Project:

[https://needtime.org/OSU\\_CAPSTONE\\_PROJECT.pdf](https://needtime.org/OSU_CAPSTONE_PROJECT.pdf)

List of 206 Food Banks in the United States:

[https://needtime.org/Food\\_Banks.pdf](https://needtime.org/Food_Banks.pdf)

Selected National and Oregon Hotlines:

[https://needtime.org/Selected\\_National\\_and\\_Oregon\\_Hotlines.pdf](https://needtime.org/Selected_National_and_Oregon_Hotlines.pdf)

Dick's Résumé:

<https://www.dickwillis.com/MyStuff/MyResume.html>