



NorCal Continuum of Care™

Executive Board Meeting

June 26, 2025

1:00 pm to 3:00 pm

777 Cypress Ave. Enterprise Conference Room
Redding, CA 96001

6/26 – Enterprise Conference Room

Join Zoom Meeting

<https://us06web.zoom.us/j/89451170841?pwd=tgzf74BfqUuaAtXKggi1PWYbHZIYA.1>

Meeting ID: 894 5117 0841

Passcode: 112058

1(669)444-9171

Teleconference locations:

Sierra County Behavioral Health
706 Mill Street
Loyalton, CA 9611

Del Norte County Health and Human Services
455 K Street
Crescent City, CA 95531

Teach I.N.C
112 E 2nd Street
Alturas, CA 96101

Lassen County Health and Social Services
1445 Paul Bunyan, Suite B
Susanville, CA 96130

Siskiyou County Behavioral Health
2060 Campus Dr.
Yreka, CA 96097

Plumas County
PCIRC
591 Main Street
Quincy, CA 95971

Executive Board Members

Kristen Schreder,
County of Shasta, Chair

Maddelyn Bryan,
County of Siskiyou, Co-
Chair

Grace Poor
County of Lassen

Cathy Rahmeyer,
County of Plumas

Carol Madison,
County of Modoc

Sheryll Prinz-McMillan,
County of Sierra

Michael Coats,
County of Del Norte

To Address the Board: Members of the public may address the Board on any agenda item. Pursuant to the Brown Act (Govt. Code section 54950, et seq.) Board action or discussion cannot be taken on non-agenda matters but the board may



briefly respond to statements or questions. You may submit your public comment via email to norcalcoc@cityofredding.org that will be read into the record.

1. Call to Order/Quorum Established/Introductions

2. Public Comments (limited to 3 mins. per comment)

Members of the public will have the opportunity to address the Board on any issue within the jurisdiction of the Board. Speakers will be limited to three minutes.

3. Action Items

I. **Accept the Letter of Resignation from the NorCal CoC Executive Board Chair Kristen Schreder**

Accept the Letter of Resignation from the NorCal CoC Executive Board Chair Kristen Schreder and approve Nicole Smith as her alternate to fill in the position until the Shasta Advisory Board designates a new Executive Board member to represent their Advisory Board.

[Attachment A – Letter of Resignation](#)

II. **Designate a new Administrative Entity for the NorCal CoC**

On March 24, 2025, at the direction of the NorCal CoC Executive Board (Executive Board), a previous RFP was released, soliciting a new AE with a deadline of May 1, 2025 and one extension to May 8, 2025. There were no bidders and the RFP was deemed unresponsive and closed. On May 22, 2025 at the direction of the Executive Board a second RFP was released with a deadline of June 16, 2025. Two proposals were submitted and received by the deadline. Per the Governance Charter, section ***The Administrative Entity, Designation and Solicitation Process***, The Executive Board will use an RFP to procure a new AE, and Designates the AE resulting from the procurement process. The Executive Board shall use the Rating and Ranking Tool included in the RFP, section ***Project Review and Scoring***.

The Executive Board may choose to do the following; 1) Designate a new AE today based on the proposals and the RFP process, or 2) Direct staff to schedule a special meeting to designate the new AE.

[Attachment B – RFP](#)

[Attachment C – TEACH, Inc. Proposal](#)

[Attachment D – Ministerial Association of California Counties Proposal](#)

III. **Approve the amendment to the Homeless Housing, Assistance and Prevention Round 6 (HHAP 6) funding distribution budget for the NorCal CoC allocation of \$2,929,764.17**

On May 9, 2025 the Executive Board approved the HHAP 6 funding distribution without the 1% Homeless Management Information System (HMIS) funding option allocated per HCD. Staff is recommending the Executive Board approve the amended HHAP 6 funding distribution budget which includes the 1% for HMIS.

[Attachment E - HHAP 6 Funding Distribution](#)

IV. **Approve extending the deadline for the HHAP 5 NOFA**

Approve extending the deadline beyond June 30, 2025 for the HHAP 5 NOFA for the Advisory Boards that are requesting it. Del Norte Advisory Board is requesting an extension to July 15, 2025, Advisory Board meeting being cancelled. Shasta Advisory Board is requesting an extension to July 15, 2025 due to multiple applicants needing to present their proposals, and the need for a Rating and Raking committee due to being oversubscribed.

4. Discussion Items



I. UWNC FY 2026 HMIS/CE Budget

Review and discuss the budget as proposed by the UWNC.

[Attachment F – UWNC FY 2026 HMIS/CE Budget](#)

5. Reports

I. UWNC PIT/HIC Report

II. Data/Performance Work Group

III. Member Updates/County

6. Adjournment

If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in implementation thereof. You may contact the City of Redding Housing Division at (530)225-4048 for disability-related modifications or accommodations, including auxiliary aids or services, in order to participate in the public meeting.

Next Executive Board Meeting

June 26, 2025 1pm – 3pm



NorCal
Continuum of Care TM

June 18, 2025

NorCal CoC Executive Board Members

I am writing to formally tender my resignation as the Executive Board Member representing Shasta County CoC, and as Chair of the NorCal CoC Executive Board, effective June 26, 2025.

It has been an honor to serve Shasta County CoC on the Executive Board since April 2023 and to have held the role of Chair since May 18, 2023. During this time, I have deeply valued the opportunity to work in collaboration with fellow board members and stakeholders across the NorCal CoC. Together, we've navigated critical issues related to homelessness, supportive services, and housing that continue to affect the communities we serve.

I am grateful for the dedication and commitment of this board and confident in the continued progress ahead.

Respectfully submitted,


Kristen Schreder

**REQUEST FOR PROPOSALS
TO PROVIDE
ADMINISTRATIVE ENTITY SERVICES FOR
THE NORCAL CONTINUUM OF CARE**

**PROPOSALS DUE:
June 16, 2025 by 2 pm**



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Estimated Timeline

The following schedule of events will be followed to the extent achievable; however, the City of Redding reserves the right to adjust or make changes to the schedule as needed.

Date	Activity
5/22/2025	Release of Request for Proposals (RFP)
6/2/2025	Deadline to Submit Questions
6/16/2025	Submission of Proposals due by 2:00 pm
6/23/2025	Review of Proposals Complete
6/23/2025-7/7/2025	Notification of Recommended Selection
7/14/2025-7/18/2025	NorCal CoC Executive Board Meeting to Approve Recommended Selection
TBD	Professional Service Agreement Start Date

Overview

The Continuum of Care program is authorized by subtitle C of title IV of the McKinney-Vento Homeless Assistance Act (42 U.S.C 11381-113890) to promote communitywide commitment to the goal of ending homelessness.

The NorCal Continuum of Care (NorCal CoC) was created in response to the McKinney-Vento Homeless Assistance Act and 24 CFR 578.5(a) and was established with representatives from organizations within a seven counties region including the county governments of Del Norte, Lassen, Modoc, Plumas, Shasta, Sierra, and Siskiyou as well as nonprofit homeless assistance providers, victim service providers, faith-based organizations, local governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement and organizations that serve veterans and homeless and formerly homeless individuals.

The NorCal CoC is requesting proposals from interested entities to provide services as an Administrative Entity (AE). The AE role ensures consistency with the regulations, guidance and priorities established by HUD. The CoC regulations may be obtained at: <https://www.hudexchange.info/resources/documents/CoCProgramInterimRule.pdf>.

NorCal CoC Executive Board

The full membership of the NorCal CoC established an Executive Board pursuant to 24 CFR 578.5(b)

to act on behalf of the NorCal CoC. The NorCal CoC Executive Board designated the City of Redding as its Administrative Entity (AE) on September 19, 2023 to enter into contracts and manage grant funding on its behalf;

The NorCal CoC Executive Board approved the 2023-2025 CoC Executive Board Budget and Funding Plan at its March 7, 2024 meeting, which included 7% HHAP Administration and a Joint Project to be split among the NorCal CoC County Governments and county allocations based on the 2022 Point-in-Time Count;

On March 24, 2025, at the direction of the NorCal CoC Executive Board, a previous RFP was released, soliciting a new AE with a deadline of May 1, 2025 and one extension to May 8, 2025. There were no bidders and the RFP was deemed unresponsive and closed. After careful consideration, the Executive Board has requested the current AE publish a new RFP that makes clear to possible responsible bidders, responses to the RFP may include bidders for territories smaller than the current 7 County NorCal Continuum. For example, a bidder may wish to only submit a response to be the AE for a single county, for two counties, etc. This means, the NorCal Continuum as it stands, may be reduced in size and split into several smaller continuums.

The Administrative Entity Scope of Work

The CoC Executive Board has established an AE role to provide guidance to ensure that duties of the NorCal CoC are being met. The AE may be a unit of local government, a non-profit agency or an individual person. The role of the AE includes, but is not limited to the following:

1. Oversee operational aspects of the NorCal CoC planning process, which shall include, but not be limited to, advising NorCal CoC members of issues and activities, establishing NorCal CoC meeting dates, convening NorCal CoC meetings, and ongoing development of the NorCal CoC work plan in a manner that is consistent with local NorCal CoC priorities and federal regulations;
2. Act as Secretary to the NorCal CoC Executive Board and facilitate monthly meetings, Special Meetings (as needed), and All Member meetings twice per year;
3. Coordinate NorCal CoC subcommittee meetings and ensure that appropriate follow-up activities are undertaken, including the HMIS Committee, the Governance Charter Workgroup and the Data/Performance Ad-Hoc;
4. Act as primary liaison between the U.S. Department of Housing and Urban Development (HUD), California Department of Housing and Community Development (HCD), the Homeless Management Information System (HMIS) System Administrator, the Community, and NorCal CoC members relative to NorCal CoC activities;
5. Assist with coordination efforts of the annual Point-In-Time (PIT) and Housing Inventory Count (HIC) of homeless persons in camps, staying on the street, in cars, in shelters, in transitional housing or other institutional facilities, which HUD requires CoC organizations to conduct during the last 10 days in January;
6. Provide technical assistance and referral information to potential applicants seeking funding through various CoC grant opportunities, including but not limited to HUD CoC funding and Emergency Solutions Grants (ESG);
7. Complete NorCal CoC-wide funding applications, oversee the Rating and Ranking processes pertaining to funding, process consultant applications, invoices and requests for support

- materials, services and supplies, and monitor the performance of projects in accordance with the funding contract;
8. Act as the Fiscal Agent for the NorCal CoC to include applying for grants, receiving grants, subrecipient agreements, tracking of funding, reporting of funding and monitoring subrecipients;
 9. Coordinate and provide information required to complete the Consolidated Plan(s) within the NorCal CoC's geographic area;
 10. Conduct the Annual Gap Analysis;
 11. Ensure that the CoC maintains a HUD-compliant HMIS by coordinating with the System Administrator, United Way of Northern California;
 12. Coordinate outreach to the community through letters, meetings, and phone calls to expand NorCal CoC membership and HMIS participation;
 13. Establish and monitor performance targets, collaborate with HMIS and Coordinated Entry (CE) Leads, Coordinate and implement a housing and service system; and
 14. Create, maintain, and update a web page to share Agendas, Minutes, Recorded Meetings, Policies and Procedures, resources, training curriculum, reports, and other related documents.

Application Procedures

Interested applicants will be subject to a rating and ranking of the proposals received. Applicants must include in their proposal the questions listed in Exhibit A.

Completed proposals are due by June 16, 2025, by 2 pm , and may be emailed to Shawwna Flanigan at NorCalCoC@CityofRedding.org, or dropped off at the address below:

City of Redding
Housing Division
777 Cypress Ave.
Redding Ca 96001.

Project Review and Scoring

Once a proposal has been submitted, a review will be undertaken **and** will be scored and ranked, using the rating and ranking tool in Exhibit B, by the NorCal CoC Executive Board.

Final Rankings and Submission

Following the NorCal CoC's Executive Board's ranking process, all applicants will be notified as to their ranking, if chosen to be the AE, the NorCal CoC will enter into a Memorandum of Understanding with the approved applicant.

Exhibit A

NorCal CoC Administrative Entity Application

	Component	Explanation
1	Experience	Provide a description of your experience and qualifications to serve as the Administrative Entity including but not limited to the following: Experience in writing state and/or federal grants, grant monitoring, grant reporting, grant contracting, overseeing operations, including planning and preparing meetings, developing a workplan, and understanding federal regulations.
2	Organizational Capacity	Provide a description of your capacity and readiness to support the NorCal CoC as the Administrative Entity.
3	Program Design	Provide a detailed description of how your organization will administer the proposed Administrative Entity activities, including but not limited to the Scope of Work Exhibit C. The detailed program design may include an option of choosing which Counties you are proposing to administer.
4	Impact and Effectiveness	Provide a detailed plan for measuring and evaluating how the Administrative Entity plans to support the goals and priorities of the NorCal CoC and the NorCal CoC Executive Board.
5	Funding Plan	Provide in detail how your organization will account for the cost of the services and what activities the funds will support. May use Scope of Work Tool, Exhibit C.

Exhibit B

NorCal CoC Administrative Entity Rating and Ranking Criteria

	Component	Explanation	Maximum Points
1	Experience	Applicant has experience in writing state and/or federal grants, grant monitoring, grant reporting, grant contracting, overseeing operations, including planning and preparing meetings, developing a workplan, and understanding federal regulations.	20
2	Organizational Capacity	Applicant has the capacity and readiness to support the NorCal CoC as the Administrative Entity.	15
3	Program Design	Applicant provided a detailed description of the proposed Administrative Entity activities, including but not limited to the Scope of Work Exhibit C.	30
4	Impact and Effectiveness	Applicant provided a detailed plan for measuring and evaluating how the Administrative Entity plans to support these goals and priorities of the NorCal CoC and the NorCal CoC Executive Board.	20
5	Funding Plan	Applicant provided in detail how their organization will account for the cost of the services and what activities the funds will support. May use Scope of Work Tool, Exhibit C.	15
		Total Points	100



112 East 2nd Street, Alturas, CA 96101 • (530) 233-3111 • FAX (530) 233-4744

June 11, 2025

Shawwna Flanigan
City of Redding
Housing Division
777 Cypress Ave.
Redding, CA 96001

To Whom It May Concern:

Training, Employment and Community Help, Inc. (T.E.A.C.H., Inc.) is pleased to submit an application for the NorCal Continuum of Care Administrative Entity/Collaborative Applicant management.

Please find attached a response to the Request for Proposal that includes the professional experience of three core team members, a proposed three-month task list and proposed one-year operating budget.

The team assembled for this application is strategically designed to advance the seven-county HUD Continuum of Care to a higher level of coordinated system operation and member engagement, strengthening future funding prospects and improving outcomes for individuals experiencing homelessness.

Please feel free to contact me with any questions you or the CoC might have. We look forward to your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Carol Madison", is written over a light blue circular stamp.

Carol Madison
Executive Director

Exhibit A
NorCal CoC Administrative Entity
Application

	Component	Explanation
1	Experience	<p>Provide a description of your experience and qualifications to serve as the Administrative Entity including but not limited to the following:</p> <ul style="list-style-type: none"> - Experience in writing state and/or federal grants, - grant monitoring, - grant reporting, - grant contracting, - overseeing operations, including planning and preparing meetings - developing a workplan - understanding federal regulations

Training, Employment and Community Help, Inc. (T.E.A.C.H., Inc.) is a 501(c)(3) nonprofit organization established in 1983. It is the only diverse, multi-program, community-based nonprofit serving Modoc County. T.E.A.C.H.'s current budget is approximately 6.1 million dollars.

T.E.A.C.H., Inc. utilizes **Abila Fund Accounting Software** to ensure sound financial management. The organization undergoes an annual independent audit, conducted in accordance with U.S. Generally Accepted Auditing Standards (GAAS), *Government Auditing Standards* issued by the Comptroller General of the United States, and **OMB Circular A-133** (Audits of States, Local Governments, and Non-Profit Organizations).

The agency administers approximately 60 grants from a range of federal, state, and local partners, including the California Department of Education, California Department of Social Services, Department of Community Services and Development, Cal-OES, California Judicial Council, California Department of Health Services, and the County of Modoc.

T.E.A.C.H., Inc. delivers a wide array of essential services and programs, including:

- Subsidized and center-based childcare
- Domestic violence and sexual assault victim services
- Low-barrier and bridge housing
- Temporary shelter and housing navigation
- Senior nutrition programs (congregate and home-delivered meals)
- GED tutoring and testing
- Modoc College Center
- Administration of the Modoc Foster Family Agency

Carol Madison, Executive Director, brings over 30 years of experience in the non-profit sector and has served in her current role since 1995. She possesses deep expertise in fund accounting, budgeting, and human resource management.

Carol is highly proficient in securing federal, state, and local grant funding, and has successfully developed and implemented county-wide social service programs. She also has comprehensive knowledge of grant administration, including the relevant policies, regulations, and legislation that impact program oversight and compliance.

In 2018, T.E.A.C.H. utilized grant funding from Partnership HealthPlan of California to acquire an 8-unit apartment complex designated for low-barrier housing. Beginning in 2023, Modoc County initiated a subcontracting arrangement with T.E.A.C.H. to administer its housing grant funds. Effective July 1, 2025, all of the housing funds allocated to Modoc County will be administered by T.E.A.C.H., Inc.

Carol has served on the Executive Board of the NorCal CoC since July 2022. She has also served on the PIT and HMIS subcommittees.

Kristen Schreder has 30 years of experience as a professional grant writer assisting California Public School Districts in accessing State construction and modernization funding. She assisted school districts with monitoring school facility projects that lasted several years in duration. Locally she has personally written grants, chaired non-profit organizations, and provided an accounting of funding in excess of \$900,000 to support local community projects over the past twenty years.

She was elected Chair of the NorCal CoC Executive Board May 18, 2023. After Shasta County terminated the Administration Entity contract for the NorCal CoC in June 2023 she oversaw the transition from Shasta County to the City of Redding as Administrative Entity. She assisted with the transition of the HMIS and Coordinated Entry System Administration from Shasta County to United Way of Northern California between August 2023 and December 2023.

Kristen worked closely with Teddie Pierce to prepare the 2023 HUD Collaborative Application between August 2023 and September 2023. From July 2023 to December 2023 Kristen prepared documentation and NorCal CoC agendas, including the proposed budget documents accounting for the administrative entity, HMIS administration, establishment of the HHAP 3, 4 & 5 Joint Project funding, HUD contracts and required match. Kristen worked with the City of Redding as the new Administrative Entity and California Interagency Council on Homelessness (CAL ICH) between September 2023 and January 2024 to acquire the approved HHAP 3 funding. She reviewed transaction and expenditure reports for HHAP 1, HHAP 2 and HHAP 3 funds to assist in determining the amount of funding to transfer from Shasta County to the City of Redding for allocation to the NorCal CoC.

She has been responsible for reviewing local government meeting agendas, budgets, contracts, revenue and expenditures while she served in elected office for 25 years from 1997 to 2022 (17 years as a school trustee and eight years as a Redding City Council Member, serving as mayor twice, 2018 and 2022). Prior to grant writing Kristen worked as a paralegal in Louisiana and then California. She is experienced in working with state and federal regulations.

Teddie Pierce has been working with nonprofit organizations since 1996, focusing on homeless service organizations since 2018. She was the fiscal grant manager for the federal Health and Human Services Demonstration Capacity Grant awarded to Community Action Partnership from 2008-2010. During that time, Teddie worked with over 50 Sonoma County non-profits to strengthen internal operations by developing over 20 targeted training opportunities covering the organizational spectrum including Board Development, Fund Raising, Marketing, Technology Development and general capacity strengthening.

In 2011, Teddie was employed by the County of Sonoma Community Development Commission to perform the following duties: manage the local CDBG & ESG funding cycles, administer the federal Homeless Management Information System for the Sonoma County Continuum of Care. She revised the local HUD monitoring program for CoC and CDBG recipients, led the spring funding cycle to analyze and award CDBG, ESG and County General funds for local homeless projects. She authored and was subsequently awarded one of the first federal HMIS Expansion Grants and served on the Board of the National Human Services Consortium for five years.

After her work with the County of Sonoma, Teddie contracted with Alameda County's Healthcare Services Agency as the HMIS Project Implementation Manager for integration to the Alameda County Data Exchange, a national model for social healthcare information data exchanges under California's Whole Person Care funding. Teddie was also the lead designer for a technology application matching

coordinated entry clients to available permanent supportive housing units throughout the Alameda County area.

Teddie contracts with Health-Roads Digital Transformations, located in Newark CA, a Bonterra Silver Implementation Partner for Apricot Impact Management Systems and also maker of Social RCM, a CalAIM billing/reimbursement system integrating with HMIS platforms.

Since 2021, Teddie has designed and implemented nonprofit impact management systems across the United States. She also served two years as the Chair for Sonoma’s CoC Funding and Evaluation Committee, developing a project evaluation process to support funding recommendations to the Homeless Coalition Board.

Teddie has worked with the Redding/Shasta Continuum of Care off and on since 2016, managing a community-driven HMIS software selection process, co-authoring funding requests for State ESG funding and completed HUD CoC funding applications for three competitive federal cycles. She recently assisted a Sonoma County agency to apply for ARG-4 Corrections Planning and Grant Programs (CPGP) funding.

2	Organizational Capacity	Provide a description of your capacity and readiness to support the NorCal CoC as the Administrative Entity.
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T.E.A.C.H., Inc. currently administers multiple programs with budgets in excess of \$1 million dollars, and has the leadership, infrastructure, and operational systems in place to successfully manage large-scale projects. The agency’s experience with multi-agency coordination, fiscal accountability, and performance-driven service delivery positions it well to expand program capacity while maintaining high standards of quality and compliance.

Kristen has been a member of the Shasta CoC since 2015. She also personally raised over \$129,000 in 2015-2016 to hire Homebase a technical assistance non-profit organization to assist the Redding/Shasta community with developing a strategic plan to address homelessness and complete a report on the cost of homelessness. She received grant funding in 2016 from Partnership Health Plan to assist the Shasta CoC in analyzing and improving the Homeless Management Information System software. She hired Teddie Pierce who provided the services and report that Shasta County used in 2017 to acquire the current HMIS software.

Shasta County terminated the contract to provide Administrative Entity and HMIS/CE System Administration responsibilities with the NorCal CoC June 2023. The Executive Board met almost weekly instead of monthly to reorganize and acquire a new Administrative Entity and HMIS/CE Administration. As chair of the Executive Board Kristen prepared agendas and supporting documentation from July to December 2023. She reached out to the City of Redding and United Way of Northern California to consider the roles of Administrative Entity and HMIS Administration. She then worked with the Executive Board to draft roles and responsibilities and budgets for the two administration operations. Kristen also researched funding sources including Federal HUD project funds, State HHAP 3, 4 & 5 funds and drafted a proposed budget to fully fund the administration operations for two years from September 19, 2023 to September 18, 2025. Since January 2024 Kristen has assisted Shawwna Flanigan, City of Redding Project Coordinator, to develop Executive Board meeting agendas. Kristen also has assisted with establishing and facilitating the Governance Ad Hoc Committee to revise and amend the Governance Charter and the Data/Performance Workgroup to enhance data collection, analysis and reporting by agency and project type.

Teddie has been working with the NorCal CoC off and on since 2016. Using Teddie’s analysis in 2016 Redding/Shasta CoC selected new HMIS software. She led the application process for federal Continuum of Care funding in 2018, 2023, and 2024. Teddie has led the onboarding efforts of the NorCal CoC Executive Board to understand and plan for improvements to federal and state system performance measures. She worked with both Shasta County and the City of Redding on application development for ESG and CoC funding. She also formulated and provided project-level performance analysis for the 7-county region’s homeless system of care, as well as created a formal Data/Reporting plan approved by the

CoC Executive Board in 2024. The Data Plan framework is being executed through a CoC working group to review homeless projects, identify ideas for service improvements that strengthen service delivery and support positive progress towards identified State measures.

Teddie has assisted over 60 non-profit agencies in building internal systems and improve their internal reporting systems. Her experience in work planning encompasses creating and managing project plans for all Apricot impact clients, her work in Alameda to switch HMIS platforms and later lead HMIS integration processes to the Social Health Information Exchange. Teddie has expertise building/managing workplans using the following online collaboration systems: Asana, Basecamp, Clickup, Smartsheets, Google Sites and Zoho. She also contracts with Training Development Associates, HUD Technical Assistance Provider.

While employed by the Sonoma County Community Development Commission, Teddie also revised project monitoring programs for the CDBG/ESG funded programs in Sonoma County. She served on HUD Technical Assistance Teams to develop guides for HUD Vendor Contract Monitoring and HMIS Software Vendor Capacity Checklist Tools. She also crafted the Data Quality Management Plan (DQMP) and Coordinated Entry policies for Lake County, CA CoC. While working in Sonoma County, Teddie facilitated ad hoc committees to create Rapid Re-Housing and Emergency Shelter program policies, as well as revising local CDBG/ESG monitoring frameworks.

3	Program Design	Provide a detailed description of the proposed Administrative Entity activities, including but not limited to the Scope of Work Exhibit C.
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Administrative Entity activities.

T.E.A.C.H. Inc, as the Administrative Entity would serve the NorCal CoC as the Fiscal Agent and would apply for grant funding on behalf of the seven county NorCal CoC, enter into contracts with the State and Federal government to receive eligible funding and then enter into sub-recipient contracts to distribute eligible funding to governmental or non-profits agencies throughout the NorCal CoC. T.E.A.C.H. Inc, would provide legal oversight, HR and other management administration.

T.E.A.C.H. Inc responsibilities would include those listed on page four of the RFP titled “Administrative Entity Scope of Work” and identified in the attached “NorCal CoC Administrative Entity Operations estimated hours and cost” Worksheet. The Worksheet hours have been divided between Kristen Schreder, Teddie Pierce and the Management Analyst position. Kristen and Teddie would perform the services as independent contractors with T.E.A.C.H. Inc. The Management Analyst would be hired by T.E.A.C.H. Inc.. If awarded the contract, T.E.A.C.H. would immediately post a job opening for the position. We anticipate that the position would be filled within 60 days. In the interim, Carol Madison and other agency staff will serve in that capacity. Kristen Schreder would serve as the NorCal CoC Coordinator and supervise the work of both Teddie Pierce, the Management Analyst and the additional contracted consultants.

Tasks to be performed by T.E.A.C.H. Inc. for the NorCal CoC

- A. Enter into MOU with NorCal CoC to serve as Administrative Entity
- B. Provide administrative services to set up or continue existing contracts for AE operations. Future contracts will be modeled after the current City of Redding-initiated contracts for service compliance and distribution/accounting of grant funding.
 - i. Assume contract with Housing Tools (work on HHAP 6 application primarily completed by August 28, 2025, when application is due, contracted work may occur after HHAP 6 application is filed)
 - ii. Assume contract with PCIRC for second year PIT Admin \$50,000 (est. August 2025 through July 2026).
 - iii. Enter into contract with Simtech Solutions for PIT mobile App and Annual PIT Report \$13,750 (est. Oct 2025, current contract is between UWNC and Simtech Solutions as CoR required extensive changes to Simtech Solutions contract)

- iv. Enter into contracts for Independent Contractor to provide AE NorCal CoC Coordinator services.
- v. Enter new contract with Teddie Pierce for policy and evaluation services, HUD and State application assistance
- vi. Hire or contract with for Management Analyst for grant AE contract administration.
- vii. Assume existing HHAP 3 and 4 grant contracts, possibly some HHAP 5 contracts
- viii. Assume existing contracts to receive HUD funds and contracts to provide the HUD match or enter into new contracts as needed and depending on period of performance, HUD Planning grant and match funds for HMIS, CE and Housing Partners II.
- ix. Create website to post NorCal CoC information, including agendas and minutes, PIT & HIC, grant NOFA's, annual notifications and CoC approved data dashboards.
- x. Assume or enter into contract on behalf of NorCal CoC with HMIS/CE Administration beginning September 19, 2025.

4	Impact and Effectiveness	Provide a detailed plan for measuring and evaluating how the Administrative Entity plans to support the goals and priorities of the NorCal CoC and the NorCal CoC Executive Board.
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1. Identify and solidify with the CoC Executive Board the Continuum's key initiatives and specific goals
2. Identify annual goals for a two-year years taking into consideration impending changes with government funding
3. Prepare annual work plans encompassing the following elements:
 - a. Reviewing service availability gaps
 - b. Increasing representation from persons with lived experience and promoting wider cultural awareness
 - c. Review HMIS initiative capacity, strengthen reporting processes to educate CoC members and participating communities on reporting literacy and progress toward state and federal performance expectations
 - d. Develop a regional communications plan respecting differing types of stakeholders
4. Increase stakeholder engagement across participating counties to strengthen collaboration and increase volunteerism by implementing a CoC-wide communication and engagement plan
5. Enhance funded project monitoring activities across all applicable state and federal awards to ensure funding is being used according to contracts with constructive, actionable feedback to help agencies expand/improve program services and avoid funds recapture
6. Continue to build newly developed homeless project evaluation processes so that homeless projects produce the best results possible with their existing resources
7. Develop and oversee a CoC-wide effectiveness evaluation process, incorporating annual assessments and course corrections to ensure alignment with and success of strategic goals
8. Develop a plan to increase philanthropic support to supplement potential losses in government funding
9. Document all plans and processes that support future CoC activities and promote sustained regional participation

Proposed Short-term goals (1-3 mo)

Finalize annual operating budget and secure funding sources
 Evaluate options for structural revision of the NorCal CoC
 Establish CoC project performance targets based on submitted goals for California HHAP funding
 Complete/submit HHAP-4 Corrective Action Plan
 Design and launch a CoC Lived Experience Work Group
 Review the formal HMIS Evaluation Results
 Review & update the current CoC Governance Charter per annual requirement

Proposed HMIS Improvement

1. Improve data quality and availability to demonstrate accountability, share results and successes
2. Explore enhanced funding models to support the HMIS
3. Explore the opportunity to secure contributions to the cost of HMIS from agencies administering state or federal grant programs that require HMIS, and are currently using HMIS with no contribution to the cost of HMIS system administration.
4. Assist CoC agencies and county governments with developing agency and county HMIS administration budgets
5. Assist CoC agencies and county governments with improved data collection

Challenges

Align budget amounts for all administration with reduced grant opportunities, less flexible funding or the elimination of available administrative funding.

Opportunities

Improved efficiencies and reduction in costs to provide CoC administration

Improve State and Federal system performance outcomes utilizing clear program policies and evaluative reviews

5	Funding Plan	Provide in detail how your organization will account for the cost of the services and what activities the funds will support. May use Scope of Work Tool, Exhibit C.
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Accounting for Cost of Services:

Administrative Entity staff will prepare accounting reports detailing work performed in accordance with the approved proposal and executed contract. These reports will document activities completed, identify alignment with specific funding sources, and account for both rolled-over funds from the current contract period and any new funding allocations.

Functional Time sheets will be used to account for all work performed, per grant funding source on a determined quarterly schedule.

Proposed T.E.A.C.H. Inc. Administrative Entity/Collaborative Applicant/CoC Lead Budget: (See “NorCal CoC administration estimated hours and cost Worksheet)

\$140,000	NorCal CoC Coordinator salary 1.0 FTE
\$ 76,000	Management Analyst, contract administration, salary and benefits 1.0 FTE
\$ 68,440	Teddie Pierce, Program and Policy Improvement Consultant, Contract T&M
\$ 5,000	NorCal CoC Website, develop, update and maintain
<u>\$43,416</u>	Administration/Overhead
\$332,856	Staffing including Administration/Overhead

Activities the funds will support.

1. See “NorCal CoC Administrative Entity Operations Estimated Hours and Cost Worksheet.”
2. See Response to RFP Question #3 “Program Design” description of activities and tasks listed to be performed by T.E.A.C.H. Inc.

NorCal CoC Administrative Entity Operations Estimated Hours and Cost Worksheet						6/11/25	
Proposed AE Hours per task	AE Staffing			AE Staffing			
HHAP Grant Administrative	Coord	Cnslt		Management Analyst		Consultant Contracts	
1 FTE independent Contractor plus 472 hours consulting by contract				1 FTE funded with contract adm \$		Funded with eligible state & Federal grant \$ & other funding	
Prepare applic for funding HHAP 6	100	50	50				
Execute contract with granting agency, state	10	5	5	Review State Contract	5	\$57,840	Housing Tools prepare HHAP 6 applic
Prepare budget	60	55	5	Review Budget	10		Contract approved by NorCal CoC 3/20/25
Create & Distribute NOFA for pass thru funding	20	10	10	Process Invoices/RFF's	120		
Process Applications including rating and ranking	32	12	20	Monitor Subrecipients	720		
Execute contracts with sub-recipients	10	10	0	Submit Monthly Reports to the State	900		
Prepare Annual Report to the State	24	4	20	Submit Annual Report to the State	76		
Environmental Impact Reviews	15	15	0	Prepare monthly reports to the EB	24		
Provide Technical Assistance for Grant Funding	25	5	20		1855		
Liaison with State, Monthly office hours calls, Meetings	35	25	10				
Facilitate review of System Performance Measures /HMIS Adm	60	20	40				
	391	211	180				
ESG Grant (2025 is yr 1 of 3 yr grant approval)							
Prepare & admin appliation process (completed 3/25)							
3/20/25 NorCal CoC approved two 2025 ESG grant applic							
1. Lutheran Social Services \$266,000 2. Shasta HHSA \$481,101							
Both agencies applied directly with HCD for funding							
Contracts will be between HCD and the two agencies							
Funding will be awarded directly to the agencies							
Agencies are responsible for monitoring & reporting to HCD							
HCD will amend contracts to award \$ for year 2 and year 3							
Minimal work required of CoC Admin Entity until 2027-28	10	10					
HUD Collaborative Application (CA) see HUD fund summary							
October 2024 NorCal CoC completed 2024 HUD CA						Incl w/Adm	Teddie Pierce, Including HUD Applic assistance
Yr 1 of two yr NOFO (2024 HUD initial change to a two yr NOFO)							throughout period 2025-26, hours and cost included
Liaison & Meetings with HUD and Consultant	65	20	45				in one contract along with other work listed
Grant Execution, Match contracts	10	5	5	Prepare reports, access HUD funding	20		
Annual Reporting	4	2	2	Prepare contracts for match for HUD	20		
	79	27	52				
NorCal CoC Administration							
Executive Board, Sub-committees and Work Groups Admin							
Prepare and host meetings	72	72					
Prepare agendas and minutes	141	126	20				
Communicate with EB, Advisory Boards, emails & follow-up	115	115					
Governance Charter revise and updates	50	50					
	383	363	20				
HMIS/Coordinated Entry							
System Administration executed by UWNC approved by EB	0	0	0			?	annual est cost HMIS/CE system admin thru 9/18/25
Contract review and processing	20	5	15	Process Invoices/RFF's	20		Current budget incl cost of 120 HMIS licenses
Process/analyze reports	120	45	40				Awaiting confirmation of 25/26 budget from UWNC
Meetings, communication wih Contractor	65	60	5				
HMIS Committee Meetings	65	60	15				
	245	170	75				
PIT/HIC							
Admin Costs execute contract to subcontractor	25	20	5	Process Invoices/RFF's	10	\$50,000	for 2025/26 yr 2 of two yr contract
						\$13,750	2026 Simtech Solutions Counting Us App
Proactive CoC Administration							
Expand funding opportunities, Review/analyze expenditures	200	200					
Expand CoC membership, Youth, Lived Exp, & other subcom	200	200					
Policy development improved admin, project management, project evaluation programs, coordinated entry process improvement, HUD & State application assistance and review support with outcomes tracking			140				
CoC Coordinator	1533	1201		Management Analyst	1925	\$121,590	Estimated Consultant Contracts
Management Analyst				includes benefits		\$76,000	
Teddie Pierce	\$145	/HR	472				
NorCal CoC Website, develop, update and maintain							
Admin Entity staffing Budget							
Overhead Administration @15%							
Admin Entity staffing Budget including Admin/overhead							

Shawwna Flanigan
NorCal CoC
City of Redding, Housing Division
777 Cypress Ave.
Redding, CA 96001
Email: NorCalCoC@CityofRedding.org

6/13/2025

RE: Proposal for Administrative Entity Services for NorCal CoC

Dear Ms. Flanigan,

Please find attached our proposal for providing Administrative Entity Services for the NorCal Continuum of Care (NorCal CoC). We are dedicated to supporting the mission of reducing homelessness in the NorCal region and look forward to the opportunity to collaborate with you. Please don't hesitate to reach out if you have any questions.

Sincerely,



Jason McMullan, CEO
Ministerial Association of California Counties {Non-profit 501(c)(3)}
530.473.9050
jmcmullan@colusamacc.org
<https://calministers.org/>



Experience

The Ministerial Association of California County (MACC) is uniquely positioned to fulfill the responsibilities outlined for the Administrative Entity (AE) of the NorCal CoC, as described in the Request for Proposals (RFP). MACC, established in October 2019 as a 501(c)(3) non-profit and formally incorporated in 2020, possesses extensive experience in supportive services, administrative development, and housing assistance programs across multiple counties. MACC is well-positioned to serve as the AE for the 7-county NorCal CoC. Through our diverse programs, MACC has consistently addressed the multifaceted needs of vulnerable populations, creating a solid foundation for successfully implementing program management, stakeholder coordination, and compliance with federal and state regulations. MACC's extensive collaborations with neighboring Counties for community services highlight our ability to foster trust and partnerships across diverse sectors. By working closely with the senior center, local churches, local healthcare providers, community-based organizations, other non-profits, and local governments, MACC has built a network of support that facilitates seamless partnerships and service delivery. These partnerships enable MACC to connect providers with individuals who need critical resources and services in an efficient and effective manner.

We have substantial experience in writing, managing, and monitoring both state and federal grants. Our team has successfully secured funding for various supportive services and housing initiatives, ensuring adherence to grant requirements. Over the last two years, we have secured over \$ 9 million in funding. We are skilled at preparing comprehensive grant applications, progress reports, and compliance documentation, adhering to strict standards to meet the expectations of funders. Our grant portfolio continues to diversify, and we are awaiting the award status of two additional grants to continue to align, braid, and leverage funding for administrative and program operations.

Our organization has consistently demonstrated a strong capacity for managing complex operations through strategic planning, effective stakeholder engagement, and detailed execution. Key to our success is our ability to facilitate collaborative efforts among diverse partners, ensuring alignment with organizational goals and community needs. Our leadership includes a CEO and CFO, with an interim COO currently guiding operational functions. Our organizational structure and leadership team have the capacity and commitment to manage the responsibilities of the AE, ensuring stability and strategic direction.

Jason McMullan, CEO of MACC, plays a pivotal role in this process. He has substantial experience in the administration of large-scale projects. Some experience includes co-facilitation of the large-scale CalAIM provider forums, a multi-stakeholder initiative

across California that involves a broad range of providers, community organizations, and government entities. This initiative originated as an informal forum for Jason to connect providers, fostering open discussions on best practices, challenges, and successes. Over time, this forum has grown significantly in size and influence, becoming a vital platform for collaboration and knowledge-sharing.

Jason works closely with a dedicated consulting firm to tailor CalAIM Technical Assistance (TA) to local needs. This partnership ensures that our efforts are responsive and targeted, supporting providers in implementing CalAIM initiatives effectively. The initiative's structured approach has helped unify collaborative providers, enabling them to coordinate efforts, share resources, and manage CalAIM grants efficiently.

Through consistent engagement and strategic oversight, we have ensured the timely execution of programs, fostering continuous improvement across our services. This comprehensive approach to operational oversight not only enhances our capacity to meet current demands but also positions us to adapt proactively to emerging challenges and opportunities.

Our staff are familiar with federal regulations pertinent to CoC programs, including HUD policies and requirements. We stay current on regulatory changes and incorporate compliance measures into our operations to ensure transparency and accountability. Our staff participates in several CoCs across Northern California to continuously build capacity and learn about various best practices and any additional opportunities.

With over four years of dedicated experience in community planning, housing assistance, and supportive services, combined with robust grant management expertise and a deep understanding of federal/state/local regulatory requirements, our organization is prepared and capable of serving as an effective and accountable AE for the 7-county NorCal CoC.

Organizational Capacity

The MACC possesses a robust and proven capacity to effectively fulfill the scope of work outlined in the CoC RFP. Our organization's structural framework, experienced staffing, and established community collaborations position us as a reliable partner for implementing comprehensive, multi-stakeholder initiatives that address complex community needs.

MACC's team comprises highly qualified professionals with extensive experience across various areas. For this RFP, I will focus on the team members responsible for community outreach, housing, administration, and project management. Key staff includes a CEO, CFO, a Program Director overseeing supportive and housing

assistance services, a Community Outreach Coordinator, an Administrative Analyst, a Fiscal Analyst, and a local consultant with over eight years of experience in county government and managing a three-county CoC.

Our proposed team has a strong track record of managing projects that serve diverse populations and involve multiple stakeholders. Staff are trained in trauma-informed care, cultural competence, and evidence-based intervention strategies, ensuring the delivery of high-quality services aligned with grant objectives.

If awarded, we will leverage this experienced team to facilitate the transition of NorCal CoC to MACC as the AE. We will develop a staffing plan to onboard and transition current staff, as well as recruit new personnel, into specific CoC roles. These roles include a full-time Program Manager, a part-time Community Outreach Coordinator, an Administrative Analyst, a Fiscal Analyst, Accountant Technician, and a local grant-writing consultant (as needed). The CEO, CFO, and interim COO will continue to support the program and CoC needs, with their contributions serving as in-kind matching funds to the NorCal CoC structure.

At MACC, we prioritize strong internal controls through proactive checks and balances. A robust team, as described above, enables us to establish clear roles and responsibilities, ensuring appropriate separation of duties. This structure not only promotes accountability but also enhances oversight and reduces the risk of errors or conflicts of interest. By implementing regular internal reviews and maintaining transparent processes, we aim to uphold the highest standards of integrity and effectiveness in all aspects of our work.

MACC has dedicated programs leads that oversee each core area of the organization, such as behavioral health, housing, administrative structure development, and community engagement. Our project management team will ensure seamless integration across the Homeless Housing, Assistance and Prevention (HHAP), Emergency Solutions Grants Program (ESG), Executive Board administrative management, Homeless Management Information System (HMIS), Coordinated Entry (CE), and Point-in-Time Count (PIT) and Housing Inventory Count (HIC) domains. We will deploy a comprehensive planning framework, incorporating regular monitoring and evaluation processes, to track progress, ensure compliance, develop streamlined processes, and adapt strategies as needed. Our proposed CoC leadership team's extensive experience in managing multifaceted projects enhances our capacity to coordinate planning, outreach, administration, and general operations for NorCal CoC.

MACC has a proven track record of successfully managing large-scale initiatives that involve multiple partners across government agencies, healthcare providers, community organizations, and local businesses. For example, over the past year, we have collaborated closely with local medical providers, such as hospitals and local safety net

clinics. We have supported them with the structure to offer individualized care plans, providing linkage to social determinants of health (SDoHs), and facilitating housing solutions. This collaborative effort has been instrumental in integrating medical and social services to meet client needs holistically.

MACC maintains a comprehensive data management infrastructure capable of collecting, analyzing, and reporting on client outcomes. We utilize secure, HUD-compliant HMIS systems to ensure accurate data entry, confidentiality, and timely reporting. Our staff are trained in data integrity and reporting standards required for HUD programs, ensuring compliance and facilitating program evaluation and continuous improvement.

MACC has established strong relationships within the community, including local government agencies, healthcare providers, faith-based organizations, and businesses. We are experienced in organizing outreach activities, including community forums, stakeholder meetings, and targeted engagement efforts, to foster trust and participation. Our community engagement strategies are designed to ensure broad awareness of available services and to promote active participation in program initiatives, which is vital for the success of the grant.

In summary, MACC's comprehensive staffing, structured organization, proven project management expertise, advanced data capacity, and community outreach capabilities uniquely position us to successfully implement and sustain the administrative needs outlined in the CoC RFP, ultimately advancing community stability, housing security, and integrated service delivery.

Program Design

MACC's approach to fulfilling the scope of work centers on leveraging our extensive community-based infrastructure, experienced staff, and proven collaborative processes. Our strategy emphasizes transparent coordination, stakeholder engagement, data-driven decision-making, and community outreach to ensure a cohesive, inclusive, and effective planning process.

MACC will establish a dedicated oversight team composed of senior leadership and key program managers to provide strategic direction, monitor progress, and ensure alignment with HUD and local priorities. This committee will oversee all planning activities, set benchmarks, and facilitate resource allocation. Our organizational structure supports agile decision-making and accountability, ensuring the timely completion of milestones.

Our experienced facilitators will lead regular meetings with the full CoC membership and subcommittees, including Housing, Homelessness Prevention, Data & Performance, and Outreach. We will develop agendas aligned with HUD, grant, and

CoC requirements, facilitate productive discussions, and document outcomes. To ensure inclusivity, we will implement a rotating chair model and use virtual participation options, broadening stakeholder engagement.

MACC will serve as the primary liaison, maintaining continuous communication with HUD and HCD to stay current on policy updates and funding opportunities. We will coordinate with HMIS administrators to ensure accurate data collection and reporting, providing technical assistance and training as needed. Our community partnerships, spanning local government, service providers, and advocacy groups, will be actively engaged through regular updates, collaborative planning sessions, and shared resources.

MACC will implement standardized procedures for annual PIT/HIC counts, including outreach, volunteer coordination, and data collection. We will assist in preparing HUD grant applications by consolidating community data, identifying gaps, and aligning proposals with HUD priorities. Our ongoing performance monitoring will utilize real-time dashboards and quarterly reviews to track key indicators, address challenges promptly, and adjust strategies to meet targets.

To expand CoC membership, MACC will conduct targeted outreach through community forums, stakeholder meetings, and direct engagement with underrepresented groups. We will develop culturally competent outreach materials and leverage our existing networks, including faith organizations, local businesses, and social service agencies, to foster trust and participation. Our outreach efforts will emphasize transparency, inclusiveness, and shared ownership of CoC's goals.

Transparency is key to our approach. MACC will maintain an up-to-date CoC webpage hosting meeting agendas, minutes, strategic plans, and resource directories. We will utilize secure online platforms for document sharing and collaborative editing. Regular email stakeholder updates will foster ongoing communication, and feedback mechanisms will ensure that community voices have a meaningful influence on decision-making processes.

MACC's comprehensive approach combines experienced leadership, strategic facilitation, community engagement, and data-driven management to ensure the success of the NorCal CoC planning process. Our proven track record of managing complex projects involving multiple stakeholders, coupled with our strong community trust and technical capacity, uniquely positions us to advance the CoC's goals of ending homelessness and promoting equitable access to housing resources.

Impact and Effectiveness

MACC's comprehensive and collaborative approach is designed to create measurable and sustainable outcomes that align with the goals of the NorCal CoC and the

Executive Board. Our proven capacity to support complex systems and manage multi-stakeholder projects ensures that our efforts will result in tangible improvements in community stability, housing outcomes, and service coordination.

To demonstrate our effectiveness, MACC will implement a robust monitoring and evaluation framework that includes clearly defined performance metrics, regular reporting, and continuous quality improvement (CQI) processes. We will utilize HUD-compliant HMIS and other data systems to track key indicators, including the numbers of seven-county providers specific to reductions in homelessness, increases in coordinated entry utilization, and improvements in client housing stability. Our team will generate reports as needed to assess progress against these metrics, enabling timely adjustments to strategies and resource allocation.

In addition to quantitative data, MACC will gather qualitative feedback through stakeholder surveys, focus groups, and interviews with community partners. This feedback loop will inform ongoing program refinement, ensuring that our support activities remain aligned with community needs and priorities.

MACC's monitoring strategy includes tracking outcomes such as the percentage of clients successfully housed within six months, recidivism rates among justice-involved individuals, and client satisfaction scores related to service engagement. Regular review meetings with the CoC and Executive Board will facilitate transparent accountability, foster shared learning, and reinforce our commitment to achieving strategic priorities.

Our data-driven performance management, combined with ongoing staff training and stakeholder engagement, will ensure that MACC's efforts translate into meaningful impacts, reducing homelessness, improving health and safety, and fostering long-term community stability. As the designated CoC administrator, MACC is committed to providing leadership, oversight, and evidence-based evaluation to support the CoC's mission of ending homelessness and promoting equitable, sustainable community development.

Funding Plan

Our budget is structured to ensure efficient utilization of resources while maximizing impact across all activities outlined in the scope of work. Using the Scope of Work Cost Tool (Exhibit C), we have developed a detailed cost estimate that aligns with the project's objectives, including staffing, meetings, outreach, data management, and other essential activities.

Staffing Costs: The majority of our budget is allocated to staffing, including the salaries and benefits for the Program Manager, community outreach coordinator(s), consultant (s) experienced CoC management, Fiscal Analyst, Accountant Technician, and an Administration Analyst who can serve as an HMIS/data specialist. These staff members

have extensive experience in managing multi-stakeholder projects, administrative functions, and data systems, ensuring high-quality program delivery and compliance. Staffing costs are calibrated to support ongoing training, supervision, and professional development, ensuring staff effectiveness continuously.

Meetings and Coordination: Regular meetings, both virtual and in-person, are vital for effective project management and stakeholder engagement. Budget allocations cover facilitation, preparation of agendas and minutes, and logistical support for bi-monthly and monthly meetings with advisory boards, subcommittees, and community partners. This ensures ongoing collaboration, transparency, and shared accountability.

Outreach and Engagement: Our budget includes dedicated to outreach activities aimed at expanding membership, engaging underserved populations, and promoting awareness of available resources. This includes community events, outreach materials, and digital communication strategies to foster trust and increase participation.

Data Management and Reporting: Our data management costs cover the ongoing operation and maintenance of HUD-compliant HMIS systems, including licensing, technical support, and staff training. We prioritize data integrity and detailed reporting to monitor performance metrics, support grant compliance and inform continuous improvement efforts.

Other Activities: Additional budget items include staff and community partner training, technical assistance for grant reporting, system administration, rent (local presence in Redding), and required administrative overhead. Contingency funds are also allocated to address unforeseen expenses or adjustments that may arise.

The total estimated cost aligns with the comprehensive scope outlined in the Scope of Work Cost Tool, ensuring that all activities, including staffing, meetings, outreach, data management, and coordination, are adequately funded to achieve measurable outcomes. We are committed to transparent fiscal management and regular financial reporting, ensuring accountability and the optimal use of funds.

MACC AE NORCAL COC

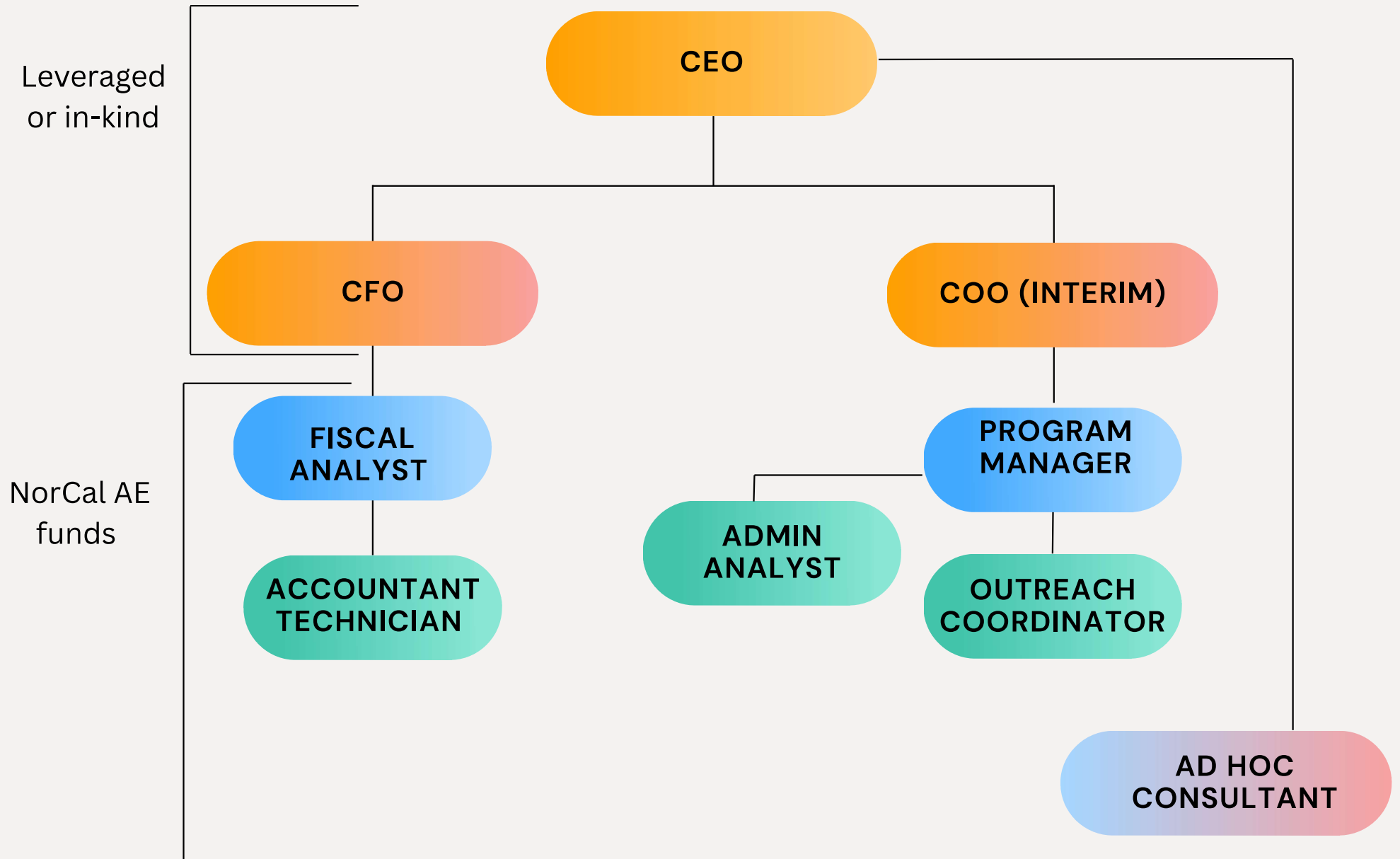


Exhibit C

Scope of Work Cost Tool

NorCal COC Cost Estimation Tool for City identified costs associated with running NorCal Continuum of Care Operations	No. of Hours Each Occurrence	No. Occurrences per Year	Total Number Hours per Year	Estimated Cost / Hour	AND / OR	Estimated Consultant Contract Cost	Total Line Item Cost
Task 1 - HHAP Grants							
Application to HCD (Consultant)	100	1	100			30,000.00	30,000.00
State Contract	10	1	10	46.00			460.00
Budget Preparation	5	12	60	50.00			3,000.00
Process invoices/RFF's	10	12	120	45.00			5,400.00
Monitor Subrecipients	60	12	720	48.00			34,560.00
Submit Monthly Reports to the State	75	12	900	48.00			43,200.00
Annual Report to the State	100	1	100	48.00			4,800.00
NOFA Creation	20	1	20	52.00			1,040.00
Application Review	12	1	12	56.00			672.00
Environmental Impact Reviews	15	1	15	70.00			1,050.00
Monthly Office Hours Call	1	12	12	48.00			576.00
Meetings	1	25	25	70.00			1,750.00
Subtotal Task 1	409	91	2094	581.00		30,000.00	126,508.00
Task 2 - ESG Grant							
NOFA Review and Correspondence	10	1	10	48.00			480.00
Application Review	10	1	10	48.00			480.00
Coordinate Rating & Ranking	10	1	10	48.00			480.00
Support Staff Tasks	10	1	10	48.00			480.00
Subtotal Task 2	40	4	40	192.00		-	1,920.00
Task 3 - Collaborative Applicant							
Application (Consultant)	20	1	20			6,000.00	6,000.00
Meetings with HUD	2	12	24	70.00			1,680.00
Meetings with Consultant	2	75	150	70.00			10,500.00
Grant Execution	5	1	5	56.00			280.00
Annual Reporting	3	1	3	56.00			168.00
Subtotal Task 3	32	90	202	252.00		6,000.00	18,628.00
Task 4 - Executive Board							
Prepare and Host Meetings	4	18	72	56.00			4,032.00
Prepare Agendas	5	18	90	48.00			4,320.00
Complete Minutes	2	18	36	48.00			1,728.00
Complete Executive Board Requests & Follow Ups	1	45	45	48.00			2,160.00
Draft and Send Announcement Emails	1	45	45	48.00			2,160.00
Advisory Board Support	2	20	40	50.00			2,000.00
Governance Charter	2	25	50	50.00			2,500.00
Subtotal Task 4	17	189	378	348.00		-	18,900.00
Task 5 - HMIS/CE							
System Administration (United Way of Northern California)			0	-			-
Contract Review and Processing	10	1	10	45.00			450.00

Process/analyze reports	2	50	100	55.00		5,500.00
Meetings with Contractor	1	50	50	55.00		2,750.00
Emails and Communication with Executive and Advisory Boards	1	15	15	42.00		630.00
Committee Meetings	5	12	60	70.00		4,200.00
Subtotal Task 5	19	128	235	267.00	-	13,530.00
Task 6 - PIT/HIC						
Administration Costs (Consultant)	2	20	40		6,000.00	6,000.00
Subtotal Task 6	2	20	40	-	6,000.00	6,000.00
Task 7 - Website						
Updates and Maintenance	0.25	250	62.5	70.00		4,375.00
Subtotal Task 7	0.25	250	62.5	70.00	-	4,375.00
TOTAL Estimated COC Operation Cost	519.25	772	3051.5	1,710.00	42,000.00	189,861.00

HHAP 6 allocations 6-18-25											
HHAP 6			Total CoC \$	7 % Admin	1% HMIS		Total Co \$	7 % Admin	1% HMIS		Total HHAP 6
Distrib of CoC per 2023 PIT %			\$2,929,764.17	\$205,083.49	\$29,297.64		\$2,876,688.27	\$201,368.18	\$28,766.88		\$5,806,452.44
	2023	pct of PIT	Based on 2023 PIT percentage	7 % Admin	1% HMIS	Bal of CoC Funding	County Allocations	7 % Admin	1% HMIS	Bal Co Funds	Total CoC & County \$
Del Norte	694	27.53%	\$806,527.70	\$56,456.94	\$8,065.28	\$742,005.48	\$791,916.56	\$55,434.16	\$7,919.17	\$728,563.24	\$1,470,568.72
Lassen	134	5.32%	\$155,727.25	\$10,900.91	\$1,557.27	\$143,269.07	\$152,906.08	\$10,703.43	\$1,529.06	\$140,673.59	\$283,942.66
Modoc	27	1.07%	\$31,377.88	\$2,196.45	\$313.78	\$28,867.65	\$30,809.43	\$2,156.66	\$308.09	\$28,344.68	\$57,212.32
Plumas	134	5.32%	\$155,727.25	\$10,900.91	\$1,557.27	\$143,269.07	\$152,906.08	\$10,703.43	\$1,529.06	\$140,673.59	\$283,942.66
Shasta	1013	40.18%	\$1,177,251.53	\$82,407.61	\$11,772.52	\$1,083,071.41	\$1,155,924.32	\$80,914.70	\$11,559.24	\$1,063,450.37	\$2,146,521.78
Sierra	12	0.48%	\$13,945.72	\$976.20	\$139.46	\$12,830.07	\$13,693.09	\$958.52	\$136.93	\$12,597.64	\$25,427.71
Siskiyou	507	20.11%	\$589,206.84	\$41,244.48	\$5,892.07	\$542,070.29	\$578,532.71	\$40,497.29	\$5,785.33	\$532,250.09	\$1,074,320.38
	2521	100.00%	\$2,929,764.17	\$205,083.49	\$29,297.64	\$2,695,383.04	\$2,876,688.27	\$201,368.18	\$28,766.88	\$2,646,553.21	\$5,341,936.24
CoC Youth Set Aside			\$292,976.42		7% Adm CoC	\$205,083.49		1% HMIS CoC	\$29,297.64		
County Youth Set Aside			\$287,668.83		7% Adm Co	\$201,368.18		1% HMIS Co	\$28,766.88		
Total Youth Set Aside			\$580,645.24	total 7% adm CoC		\$406,451.67	total 1% HMIS CoC & Co		\$58,064.52		



**United Way of
Northern California**

NorCal CoC HMIS/CE Administration Annual Budget			
Jan 1, 2026 - Dec 31, 2026			
Staff	FTE	Amount	
HMIS Senior Specialist	1	\$	57,844.80
HMIS Program Specailist	1	\$	47,132.80
Coordinated Entry Specialist	1	\$	47,132.80
Program Manager	0.5	\$	35,885.20
Director of Community Impact	0.15	\$	11,278.50
Program Analyst	0.1	\$	6,857.84
Staff Subtotal		\$	206,131.94
Benefits & Insurance	27%		\$55,656
Staff Total		\$	261,787.57
Operation			
HMIS Licenses Fees			\$60,000
Wellsky Training Virtual for End Users			\$5,000
NHDC Training (In Person)			\$12,000
Materials (Printed Materials)			\$1,000
Software (Zoom, Scribe, Monday, Grammerly, CRM, DocuSign)			\$3,500
Equipment (Computers, tech, IT Support, cell phone service)			\$4,000
Facilities			\$15,000
Office Supplies			\$1,500
Wellsky Professional Services Managed Service Operations Renew August 20			\$16,638
Subtotal			\$118,638
Subtotal			\$380,425
Admin 10%			\$38,043
Total			\$418,468