ATTACHMENT A PROJECT APPLICATION

Department of Housing and Workforce Solutions (HWS)

EMERGENCY FOOD AND SHELTER PROGRAM

Phase ARPA-R (11/01/2021 – TBD)

Completed applications must be submitted to:

Department of Housing and Workforce Solutions (HWS)

> NO LATER THAN Monday, June 6, 2022 5:00 p.m. PST

Email to: Raushanah Walker, Senior Program Specialist

EFSP@rivco.org

PHASE ARAP-R APPLICATION FORM EMERGENCY FOOD AND SHELTER PROGRAM RIVERSIDE COUNTY JURISDICTION (November 1, 2021 – April 30, 2023)

Email signed application in PDF format (*with all required attachments as a separate file*) to <u>EFSP@rivco.org</u> on or before the due date. Any mandatory attachments should be sent in a separate PDF (no attachment should be part of the application file).

Note: if you do not receive an e-mail acknowledgement after you submit the application, consider it not received.

Complete Project Application and Attachments must be typewritten (no smaller than 12-point font) on letter size ($8\frac{1}{2}$ " x 11") sheets of white paper, single-sided or double-sided, each section clearly labeled as Attachment 1, Attachment 2, etc. Application and Attachments are divided into four parts, each part must be completed by New Applicants. Each Phase 38 and Phase 39 Award recipient must submit the required parts of the application to be eligible for award consideration. No handwritten copies will be accepted.

The EFSP Administrative office (HWS) must receive all application materials no later than <u>June 6</u>, <u>2022</u>, <u>by 5:00 p.m. PST</u> Late or faxed applications will not be accepted. **DO NOT SUBMIT THIS COVER PAGE** as part of the application.

Mandatory Attachments for *Returning Applicants*

Note: the term "returning applicants" refers to those agencies who received EFSP funding in Phase 38 and/or an award for Phase 39. **All returning applicants** have already met the threshold requirements and have included required attachments in their Phase 38 or Phase 39 application. Only the following will be required of Returning Applicants.

Agencies that were approved for an award in Phase 38, or Phase 39 will not be reviewed to meet threshold requirements and will only be required to submit the following parts of the Project Application:

- 1. Applicant Cover Page
- 2. Part B: EFSP Funding Request

Mandatory Attachments for New Applicants

Note: the term "new applicants" refers to those agencies who did not receive EFSP funding in Phase 38 or Phase 39. **All new applicants** must include the following attachments in their *original* application. If some of these items are not applicable (e.g. if you are a unit of local government, or under the umbrella of a religious organization), indicate which items and why they are not included. **Please note that incomplete applications will be deemed ineligible and will not be reviewed or scored.**

- 1. Copy of current 501(c)(3)
- 2. Board Roster
- 3. Scheduled Board Meetings
- 4. Copies of Board Meeting Minutes

EFSP Request for Applications – Phase ARPA-R (11/01/2021 – 4/30/2022)

- 5. Financial Year end Report one of the following
 - A. Independent Annual Audit
 - B. Annual Review
 - C. Financial Year end Report
- 6. Match Documentation
- 7. Client Forms
- 8. Client Nondiscrimination Statement
- 9. Mission Statement
- 10. Motel/Hotel Agreement(s) (if applicable)
- 11. Excluded Parties List (EPLS) verification
- 12.2-1-1 Community Resource Database Program Information Form
- 13. CoC Membership Letter

COVER PAGE (All Applicants)

Name of Applicant Organization:			
Grant Contact			
Name:			
Title:			
Street Address:			
City, State, Zip:			
Phone Number:			
Fax Number:			
Email Address:			
Organization Con	tact		
Name:			
Title:			
Street Address:			
City, State, Zip:			
Phone Number:			
Fax Number:			
Email Address:			
Organization Website Link:			
Phase 38 and Phase 39 Award recipients ONLY check here and sign	X SIGNATURE	DATE	

PART A: APPLICANT INFORMATION (New Applicants Only)

- 1) Name of Applicant Organization:
- 2) Federal Employer Identification Number (FEIN): _____
- Data Universal Numbering System (DUNS): ______
- Was your organization selected for an EFSP funding award for Phase 38 or Phase 39?
 - No You are a NEW APPLICANT and may apply for a minimum of \$5,000 per district up to a maximum of \$20,000 per district.
 - Yes You are a RETURNING APPLICANT and may apply for a minimum of \$5,000 per district up to a maximum of \$125,000 per district.
- 5) Does your organization have any open compliance exceptions from any prior EFSP phase?

Not Applicable (New Applicant)

No Open Compliance Exceptions

Yes – Provide the LRO number(s), Phase number(s), and Problem Amounts for open compliances:

LRO Number:	Phase Number:	Amount:	
LRO Number:	Phase Number:	Amount:	
LRO Number:	Phase Number:	Amount:	
LRO Number:	Phase Number:	Amount:	
LRO Number:	Phase Number:	Amount:	

6) Which of the following Supervisorial Districts of Riverside County is your program applying for EFSP funding? Select only one option

District 1 District 2 District 3 District 4 District 5

Multi-region: applying for funding in more than one district and must have a
Federal Employer Identification Number (FEIN).

- 7) Has your organization experienced a 25% reallocation of unspent funds from the previous 2 years of funding?
 - 🗌 Yes

I

__ No

8) Please complete the following section for each of the sites that you are requesting EFSP funding:

	SUPERVISORIAL DISTRICT I	
Site Name:		
Street Address:		
City:		
State:		
Zip Code:		
Service Days & Hours:		
Contact Name:		
Phone Number:		
Fax Number:		
Type of Program:	Served Meals	
(check all that apply)	Other Food/Distribution/Food Vouchers/Gift Certificate	
	Mass Shelter Other Shelter/Motel Rent/Mortgage Assistance	

SUPERVISORIAL DISTRICT 2

Site Name:	
Street Address:	
City:	
State:	
Zip Code:	
Service Days & Hours:	
Contact Name:	
Phone Number:	
Fax Number:	
Type of Program:	Served Meals
(check all that apply)	Other Food/Distribution/Food Vouchers/Gift Certificate
	Mass Shelter Other Shelter/Motel Rent/Mortgage Assistance
	SUPERVISORIAL DISTRICT 3
Site Name:	
Street Address:	
City:	
State:	
Zip Code:	
Service Days & Hours:	
Contact Name:	
Phone Number:	
Fax Number:	
Type of Program:	Served Meals
(check all that apply)	Other Food/Distribution/Food Vouchers/Gift Certificate
	Mass Shelter Other Shelter/Motel Rent/Mortgage Assistance

SUPERVISORIAL DISTRICT 4

Site Name:	
Street Address:	
City:	
State:	
Zip Code:	
Service Days & Hours:	
Contact Name:	
Phone Number:	
Fax Number:	
Type of Program:	Served Meals
(check all that apply)	Other Food/Distribution/Food Vouchers/Gift Certificate
	 Mass Shelter Other Shelter/Motel Rent/Mortgage Assistance Utility Assistance
	SUPERVISORIAL DISTRICT 5
O'(N	
Site Name:	
Site Name: Street Address:	
Street Address:	
Street Address: City:	
Street Address: City: State:	
Street Address: City: State: Zip Code:	
Street Address: City: State: Zip Code: Service Days & Hours: Contact Name: Phone Number:	
Street Address: City: State: Zip Code: Service Days & Hours: Contact Name:	
Street Address: City: State: Zip Code: Service Days & Hours: Contact Name: Phone Number: Fax Number: Type of Program:	Served Meals
Street Address: City: State: Zip Code: Service Days & Hours: Contact Name: Phone Number: Fax Number:	

Utility Assistance

8A) Funding Categories, P	rimary Target Popula	ation and Affil	liation		
(This information will be publ					
Meals Served (Hot and C	cold)	Mass S	Shelter		
Food Distribution (Boxes	,	Other S	Shelter/Motel Vouchers		
Food Vouchers/Gift Certi					
Emergency Cold Weathe	r Shelter (ECWS)	Rent /N	Mortgage Assistance		
Utility Assistance					
8B) Primary Target Populat agency. Check all that appl		population(s)	that will be served by your		
Chemically Addicted	Homeless Individ	lual/Family	Single Men/Women		
Domestic Violence	🗌 Native American		Minorities		
Elderly	🗌 No Target Popula	ation	Unaccompanied Youth		
			under the age of 25		
Families with Children	Individuals with H	HIV/AIDS	Veterans		
Mentally Disabled	Physically Disabl	abled Other:			
organization, check that affili Must check at least one (1)	ation (e.g. a denomina	ation, National			
Aging Council	🗌 Food Ban	k	St. Vincent de Paul		
American Red Cross	Governme	ent Agency	Traveler's Aid Society		
Catholic Charities	Hotline/Inf	o & Referral	Tribal Government		
Church Organization	🗌 Jewish Fe	deration Coun	ncil 🗌 United Way		
Coalition	🗌 Labor Org	anization	🗌 Urban League		
Community Action Agence	y 🗌 Meals on '	Wheels			
Family Service America	Salvation	Salvation Army			

Service by geography: indicate, by percentage (%) total clients served during the most recent fiscal year or 12-month period for each geographic area listed below (see page 5 for details on which cities are included in the regions).						
District 1	District 1 District 2 District 3 District 4 District 5					
%	%	%	%		%	

PART B: EFSP Phase ARPA-R FUNDING REQUEST (All Applicants)

Agency Name:

<u>B.1</u> New applicants are limited to applying for a minimum of \$5,000 and a maximum of \$20,000 per supervisorial district. Applicants that have received previous EFSP funding in Phase 38 or Phase 39 are limited to applying for a minimum \$5,000 and a maximum \$125,000 per supervisorial district.

*Rate is set by the National Emergency Food and Shelter Board

1. Food Services	a. Per Diem/ Per	b. Estimated # of Meals	C.	Funds Requested
	Meal			(a x b = c)
Served Meals	\$3.00*			
Other Food	\$			
TOTAL				
2. Shelter Services	a. Per Diem	b. Estimated # of Clients	C.	Funds Requested
	Allowance			(a x b = c)
Mass Shelter	\$12.50/night*			
Other Shelter				
TOTAL				
3. Rent/Mortgage	a. Average	b. # Anticipated to Assist	C.	Funds Requested
Assistance	Assistance (up			(a x b = c)
	three month's rent			
	or mortgage			
Rent/Mortgage Assistance	\$			
4. Utility Assistance	a. Average Assistance	b. # Anticipated to Assist	C.	Funds Requested
	(up three month's			(a x b = c)
	metered utility)			
Utility Assistance	\$			
TOTAL				

TOTAL REQUESTED FOR EFSP PHASE ARPA-R

\$

<u>B.2</u> Please complete the grid below. Refer to the list of Supervisorial Districts. The Total in the bottom right corner should equal the <u>Total Requested for EFSP on B1</u>.

Sup. District	Served Meals	Other Food	Mass Shelter	Other Shelter	Rent/Mortgage Assistance	Utility Assistance	Per District Total
D-1	\$	\$	\$	\$	\$	\$	\$
D-2	\$	\$	\$	\$	\$	\$	\$
D-3	\$	\$	\$	\$	\$	\$	\$

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D-4	\$ \$	\$ \$	\$ \$	\$
D-5	\$ \$	\$ \$	\$ \$	\$
TOTAL	\$ \$	\$ \$	\$ \$	\$

<u>B.3</u> EFSP is intended to supplement and expand the program you are requesting funding. Applicants will need to show that at least 55% of the total program budget is from other funding sources.

Service Category	Current Program Funds (Non-EFSP Funds) ¹	Sources of Current Program Funds (Non EFSP Funds) ²	EFSP Phase 39 Funds Requested ³
Served Meals	\$		\$
Other Food	\$		\$
Mass Shelter	\$		\$
Other Shelter	\$		\$
Rent/Mortgage Assistance	\$		\$
Utility Assistance	\$		\$
TOTAL	\$		\$

¹ **Current Program Funds** – This is the dollar amount of program funds you currently have to operate the program for which you are requesting funds.

² Sources of Current Program Funds (Non-EFSP Funds) – This column should include the funding sources of the dollar amounts listed in the "Current Program Funds" column. Examples: CDBG grant, HUD, donations, fundraisers, etc. ³ EFSP Phase ARPA-R Funds Requested – This is the dollar amount you are requesting for the Phase ARPA-R funding cycle per category. This dollar amount MUST equal the dollar amounts in the request table of the total EFSP request in <u>B.2</u>

Riverside County Supervisorial Districts

District 1	District 2	District 3	District 4	District 5
Cities of:	Cities of:	Cities of:	Cities of:	Cities of:
Canyon Lake	Corona	Hemet	Blythe	Banning
Lake Elsinore	Norco	Murrieta	Cathedral City	Beaumont
Riverside (most portions)	Riverside (western side)	San Jacinto	Coachella	Calimesa
Wildomar	Eastvale	Temecula	Desert Hot Springs	Menifee
Riverside Areas of:	Jurupa Valley		Indian Wells	Moreno Valley
Arlanza		Unincorporated	Indio	Palm Springs (northern part)
Arlington		Communities:	La Quinta	Perris
Canyon Crest	Unincorporated	Aguanga	Palm Desert	
Casa Blanca	Communities:	Anza	Palm Springs (southern part)	Unincorporated
La Sierra	Coronita	Diamond Valley	Rancho Mirage	Communities:
Mission Grove	El Cerrito	East Hemet		Badlands
Riverside National Cemetery	Highgrove	French Valley	Unincorporated	Banning Bench
UCR	Home Gardens	Garner Valley	Communities:	Box Spring
Unincorporated		Gilman Hot Springs	Bermuda Dunes	Cabazon
Communities:	Riverside Areas of:	Glen Oaks	Chuckawalla	Cherry Valley
Alberhill	Belltown	Green Acres	Chiriaco Summit	Eden Hot Springs
Air Force Village West	Downtown	Homeland	Chocolate Mountain	Garnet
Alessandro Heights	Glen Avon	Idyllwild	Colorado River Communities	Juniper Flats
Arnold Heights	Green River	Lake Riverside	Desert Beach	Lake Perris
Box Springs Mountain	Indian Hills	Mountain Center	Desert Center	Lakeview
California Meadows	Jurupa	Murrieta Hot Springs	Desert Edge	March ARB
Canyon Ridge	Jurupa Hills	Pauba Valley	Desert Haven	Menifee Valley Mission Lakes
Canyon Spring	Magnolia Center	Pine Cove	Desert Palms	
Cottonwood Canyon	Mira Loma	Pine Meadow	Eagle Mountain	North Palm Springs
Dawson Canyon	Pedley	Pinyon Pines	Indio Hills	Nuevo
De Luz	Prado Basin	Poppet Flats	Joshua Tree	Oak Valley
Eastside	Rubidoux	Rancho California	Lake Tamarisk	Painted Hills
El Cariso	Sunnyslope	Sage	Mecca	Pigeon Pass
Gavilan Hills		Soboba Hot Springs	Mesa Verde	Reche Canyon
Glen Ivy Hot Springs		Valle Vista	Midland	Romoland
Glen Valley		Winchester	North Shore	San Gorgonio
Good Hope		Wine Country	Oasis	San Timoteo Canyon
Hawarden Hills			Ripley	Sun City
Horsethief Canyon Ranch		Cahuilla Indian Reservation	Sky Valley	Quail Valley
Hunter Industrial Park		Pechanga Indian Reservation	Salton	Twin Pines
La Cresta		Ramona Indian Reservation	Palo Verde	Whitewater
Lake Hills		Santa Rosa Indian	Thermal	
Lake Mathews		Reservation	Thousand Palms	Morongo Indian Reservation
Lakeland Village		Soboba Indian Reservation	Valerie Jean	
Meadowbrook			Vista Santa Rosa	
Mead Valley				
Mocking Bird Canyon			Agua Caliente Reservation	
Montecito Ranch			Augustine Indian Reservation	
Orangecrest			Cabazon Band of Mission	
Presidential Park			Indians	
Rancho Carrillo			Torres Martinez Reservation	
Rancho Capistrano				
Ramona				
Santa Rosa Plateau				
Sedco Hills				
Spanish Hills				
Sycamore Canyon				
Sycamore Creek				
Teneja				
Temescal Valleys				
Tongva Nation/ Traditional				
Trilogy				
0,				
The Farm				
The Orchard				
The Retreat				
University				
University City				
Victoria				
Victoria Grove				
Wild Rose				
Woodcrest				

PART C: EFSP REQUIRED DOCUMENTATION (New Phase ARPA-R Applicants Only)

Name of Applicant Organization:

The following items <u>must</u> be submitted with this application. Please attach all required documentation to this checklist. If the required documentation is not included with each copy of the application, the application will be considered incomplete. Incomplete application and attachments <u>will not</u> be reviewed or scored.

Attachment 1:	IRS 501(c)(3) status letter.
Attachment 2:	Board Roster, including full name, address, phone number, and role on board. (Designated board officers)
Attachment 3:	List of scheduled board meetings for the past year.
Attachment 4:	Copies of last three (3) board meetings minutes.
Attachment 5:	Complete copy of most recent financial year-end report provided to agency board.

One of the following MUST be Included:

5A: Copy of the most recent financial records (within past 12 months) audited by an independent certified public accountant, if your organization received
\$100,000 of EFSP Funds or \$750,000 or more from any federal grants last year.
Included Not Applicable

5B: Copy of most recent Annual Accountant's Review (within past 12 months) for organization that received \$50,000 to \$99,999 from any federal grants last year.

Included Included Included

5C: Organizations that received grants totaling less than \$25,000 (within past 12 months) must provide the same complete financial year-end reports that they provide to their board of directors.

Included Not Applicable

Attachment 6:	Match Documentation includes a copy of contract, grant award letter, donation letter, organization certification, etc.
Attachment 7:	Copy of organization's client application form, sign-in sheet or intake form used for clients receiving EFSP services.

Attachment 8:	A copy of organization's non-discrimination policy.

Attachment 9:	A copy of the organization's official mission statement.
	Included

Attachment 10: If requesting funding for motel vouchers, a copy of the agreement with the motel or hotel.

- Attachment 11: Provide a copy of the print out from <u>www.epls.gov</u> verifying that the organization is not listed on the Excluded Parties List and is not debarred or suspended from receiving Federal funds
- Attachment 12: 2-1-1 Community Resource Database Information
- Attachment 13: CoC Membership Letter

I certify that the information provided in this proposal is true and correct to the best of my knowledge. I am authorized to submit this proposal on behalf of this organization. I understand that if awarded Emergency Food and Shelter funding, the amount requested may not be the amount awarded, and a contract will be written directly from this proposal, allowing only minor revisions. No additional funding will be awarded, nor will service units be reduced. My organization will comply with all reporting requirements and submit all spreadsheets, final report and documentation by the deadline set by the Local Board.

PRINT NAME and TITLE

SIGNATURE

DATE

EMAIL ADDRESS

PHONE NUMBER

PART D: APPLICATION NARRATIVE (New Phase ARPA-R Applicants Only)

Important Note:

- Respond to the questions as though the person(s) reviewing your application know(s) nothing about your organization or the services your organization provides.
- Answer every question regardless of whether you believe you have already provided the answer in previous questions.
- Clearly identify the partners in your community that you collaborate with and all services provided.

D1 ORGANIZATION HISTORY/OVERVIEW (20 MAXIMUM POINTS)

D1-1 Describe in detail the priority and need for each EFSP service category that your organization will provide and discuss what qualifies your organization to manage EFSP Phase ARPA-R funding? Describe how the requested funding will supplement your existing program.

D2 PERFORMANCE OUTCOMES (20 MAXIMUM POINTS)

D2-1 Describe your organization's experience in providing each service category for which funds are being requested. Organizations must demonstrate that they have been providing the services requested for more than one year and how services are being tracked/documented.

(MAXIMUM 10 POINTS)

<u>D2-2</u> Discuss how your organization will evaluate project accomplishments and outcomes as a result of EFSP funding. (MAXIMUM 10 POINTS)

D3 CAPACITY/PROGRAM MANAGEMENT (30 MAXIMUM POINTS)

D3-1 Staffing

Describe your staffing and their tasks for each EFSP service category that will be provided. Include a breakdown of (a) how many staff will be involved in providing service(s); and (b) whether they are full-time, part-time, or volunteers. **(MAXIMUM 5 POINTS)**

D3-2 Financial Capacity

Describe your financial capacity in advancing the required 55% match to provide the services you are applying for until funds are received from EFSP National. If selected for funding, how will you cover the program costs if funding is delayed in the EFSP process?

(MAXIMUM 5 POINTS)

D3-3 Access to Services

Describe how EFSP services will be offered and implemented in the community/district where funds are requested. Address the (a) organization's specific schedule for day and hours that staff are available to complete client intake for funded EFSP services and (b) explain if clients are seen on a walk-in basis or by appointment. (MAXIMUM 5 POINTS)

D3-4 Client Intake and Eligibility

Describe your organization's (a) client intake process (include staff responsibilities and forms and assessments), (b) client eligibility requirements for each service and (c) your organization's current record keeping process to ensure protection of client's sensitive information.

(MAXIMUM 5 POINTS)

D3-5 Case Management

Describe your case management and referral process. What is your agency's process for dealing with client's needs that cannot be met using EFSP funds?

(MAXIMUM 5 POINTS)

D3-6 Disaster Recovery Plan

Describe your organization's disaster (natural or man-made) recovery plan to ensure continuity of eligible services under EFSP (e.g. Emergency plans currently in place, succession of management, records retention, disaster preparedness, and alternative sites).

(MAXIMUM 5 POINTS)

<u>D3-7 Homeless Management Information System</u> (Only for LROs that provide shelter services)

Describe your organization's participation and experience with HMIS or any other databases used to enter clients' information and how you ensure data quality. Include number and position of staff that will be responsible for this activity. **(MAXIMUM 2 BONUS POINTS)**

D4 ACCOUNTING AND FINANCIAL MANAGEMENT (20 MAXIMUM POINTS)

D4-1 Federal Grant Experience - Financial Stability

Since EFSP funding is supplemental, briefly describe how EFSP funds will supplement your organization's overall revenue. **(MAXIMUM 10 POINTS)**

D4-2 Accounting Procedures

Describe the types of internal procedures in place to adequately monitor program expenditures; Discuss how often the expenditures are monitored; and who reviews the

documentation information. (MAXIMUM 10 POINTS)

D5 COORDINATION AND COLLABORATION (10 MAXIMUM POINTS)

D5-1 Organization Collaboration

Discuss your agency's efforts to collaborate with other organizations to coordinate and maximize services to clients.

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Submitted/Updated by:	Date:
Approved by:	Date:
Entered by:	Date:
Reviewed by:	Date:



2-1-1 Community Resource Database PROGRAM INFORMATION FORM

This form is to submit the program's details, additions or changes.

Please submit a separate form for each program.

Agency Name: <u>></u>	
Program Name: >	
Physical Address Check if location is private	Mailing Address Check if location is private
Street: >	Street: >
City: >	City: >
State: <u>></u> ZIP: <u>></u>	State: >ZIP: >
	ernate Phone: >
Fax: <u>></u> TDI	D/TYY:>
	ner: >
Main E-Mail: >	
Website: >	
Program Days and Hours: >	
Languages spoken other than English: >	
Eligibility/Target Population: >	
Intake/Application Procedure: Phone Appointm	nent Required 🛛 🦳 Walk-In 🔹 🗌 Referral Needed
— — — — — — — — — — — — — — — — — — — —	
Documents Required: >	
Region Served: All Riverside County	Central County Southwest County
East County Coachella Valle	ey Other: >
Cities: >	
Zip Codes: >	
	nation vary Other: >
	dit Cards Personal Check
Program Description: >	

Program Contact	Check if contact is private	Program Director	Check if contact is private
Name: <u>></u>		Name: <u>></u>	
Title: <u>></u>		Title: >	
Phone: >		Phone: >	
E-Mail: <u>></u>		E-Mail: >	

Submitted by: >

Phone: > _____

Please mark all that apply below.

Congregate meals
Food Distribution
Food Vouchers/ Gift Cards
Mass Shelter
Motel Vouchers
Rental/Mortgage Assistance

Please enclose your brochure and return to: 2-1-1 Riverside County 2060 University Ave, Suite 212 Riverside, CA 92507 Phone: (951) 328 8290

COUNTY OF RIVERSIDE CONTINUUM OF CARE FORMAL MEMBERSHIP LETTER

[Please use example to create your own CoC Letter on your company letterhead]

[DATE]

County of Riverside Continuum of Care C/o The Department of Housing and Workforce Solutions

RE: Appointment of Representative(s) to the County of Riverside Continuum of Care

Dear County of Riverside Continuum of Care:

The purpose of this letter is to formally appoint [NAME OF PERSON] as [ORGANIZATION'S NAME] primary representative to the County of Riverside Continuum of Care (CoC), effective immediately. As you know, [ORGANIZATION] is committed to supporting the effort to ending homelessness in our area, and we look forward to working with you and other homeless and housing advocates.

I would also like to appoint [NAME OF PERSON] to serve as a secondary representative if [NAME OF PRIMARY REPRESENTATIVE] is unable to participate.

Should you need any additional information or have any questions, you may contact me at [PHONE NUMBER] or at [EMAIL ADDRESS].

Sincerely,

[NAME OF EXECUTIVE DIRECTOR/AGENCY HEAD] [TITLE]