

RESOLUTION NO. _____

A RESOLUTION AUTHORIZING THE MAYOR AND CITY CLERK TO ENTER INTO A CONTRACT WITH RIVER CITY MINISTRY FOR THE ACQUISITION OF AFFORDABLE RENTAL HOUSING OR NON-CONGREGATE HOUSING; AND FOR OTHER PURPOSES.

WHEREAS, on July 25, 2022, the City of North Little Rock, Arkansas (“the City”) adopted Resolution No. 10319, approving the Allocation Plan for the Home Investment Partnerships Act—American Rescue Plan (HOME-ARP); and

WHEREAS, on February 27, 2023, the City advertised a Request For Proposals (RFP) for qualified subrecipients of the HOME-ARP grant to provide Supportive Services, Tenant-Based Rental Assistance, Non-Congregate or Affordable Rental Housing Development, Rehabilitation, and Assistance to Qualified Populations based on the eligible uses outlined in the City’s HOME-ARP Allocation Plan approved by the U.S. Department of Housing and Urban Development (see Executive Summary attached hereto as Exhibit A); and

WHEREAS, River City Ministry submitted a proposal to acquire property for use as Affordable Rental Housing or Non-Congregate Housing for qualifying populations, which met the RFP requirements (see Proposal attached hereto as Exhibit B); and

WHEREAS, the contract amount in the sum of Three Hundred Thousand and 00/100 Dollars (\$300,000.00) will come from HOME-ARP grant funds.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTH LITTLE ROCK, ARKANSAS:

SECTION 1: That the proposal from River City Ministry for the acquisition of property for use as Affordable Rental Housing or Non-Congregate Housing for qualifying populations in the amount of \$300,000.00 is hereby accepted.

SECTION 2: That the contract amount in the sum of Three Hundred Thousand and 00/100 (\$300,000.00) will come from HOME-ARP grant funds.

SECTION 3: That the Mayor and City Clerk are hereby authorized to execute all documents necessary to effect the completion of the herein stated project, with all contracts/agreements to be reviewed and approved by the City Attorney prior to execution.

SECTION 4: That this Resolution shall be in full force and effect from and after its passage and approval.

PASSED:

APPROVED:

Mayor Terry C. Hartwick

SPONSOR:

Terry C. Hartwick
Mayor Terry C. Hartwick *by AF*

ATTEST:

Diane Whitbey, City Clerk

APPROVED AS TO FORM:

Amy Beckman Fields
Amy Beckman Fields, City Attorney

PREPARED BY THE OFFICE OF COMMUNITY DEVELOPMENT
/FORMATTED BY THE OFFICE OF THE CITY ATTORNEY

FILED 11:00 A.M. _____ P.M.

By City Atty Amy Fields

DATE 10-17-23

**Diane Whitbey, City Clerk and Collector
North Little Rock, Arkansas**

RECEIVED BY K. Thomas



City of North Little Rock

**Executive Summary of Proposed Projects for the
Home Investment Partnerships Act—American Rescue Plan
(HOME-ARP)**

Project	Funding Amount
Acquisition/Development of Affordable Rental Housing or Non-Congregate Housing	\$300,000.00
Tenant-Based Rental Assistance (TBRA)	\$720,656.00
Administration & Planning	\$180,115.00
Total HOME ARP Allocation	\$1,200,771.00

Eligible Activities for HOME-ARP Funds:

- Provision of Supportive Services (such as housing counseling, homelessness prevention, childcare, job training, legal services, case management, moving costs, rental applications, & rent assistance)
- Acquisition & Development of Non-Congregate Housing (these structures can remain in use as non-congregate housing or can be converted to affordable housing under the HOME Program)
- Tenant-Based Rental Assistance (TBRA)
- Production or Preservation of Affordable Housing (such as acquisition & rehabilitation)
- Non-Profit Operating Expenses
- Non-Profit Capacity Building Expenses
- Administration & Planning for the HOME ARP Program (15% maximum allocation)

Qualifying Populations Eligible to be Served with HOME-ARP Funds:

- Sheltered & unsheltered homeless populations
- Those currently housed populations at the risk of homelessness
- Those fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking
- Other families requiring services, housing assistance, or to prevent homelessness
- Those at greatest risk of housing instability or in unstable housing situations

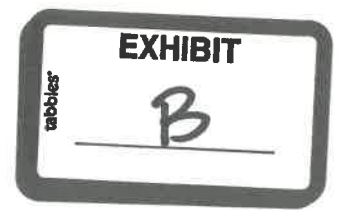
Below are definitions frequently used in relation to HOME-ARP funds:

NON-CONGREGATE HOUSING: As opposed to congregate settings, such as a traditional homeless shelter, non-congregate housing provides private accommodations (individual rooms, including living quarters, private bath, kitchen, & dining space). During the COVID-19 pandemic, people living in congregate facilities have been at higher risk of contracting or having complications from the virus because physical distancing is difficult.

QUALIFYING POPULATIONS: For HOME-ARP funds, this means people experiencing homelessness, at risk of homelessness, fleeing domestic violence, or otherwise at high risk of housing instability.

SUPPORTIVE SERVICES: Services that help households maintain housing stability & quality of life. These may include support with finding & applying for housing, financial assistance for moving costs, childcare, legal services, mental health & substance use services, & more.

TENANT-BASED RENTAL ASSISTANCE: A rent subsidy to help households afford housing costs, such as rent & security deposits. "Tenant-based" means the subsidy is attached to the household, & they can use it to rent any rental unit that meets program guidelines & whose landlord is willing to accept the subsidy payment.



RIVER CITY MINISTRY HOME-ARP PROGRAM PROPOSAL

For review by City of North Little Rock,
Community Development Department, HOME-ARP Proposal

Attention:

Mary Beth Bowman
Director of Commerce
City of North Little Rock
120 Main Street
North Little Rock, AR 72114

Submitted by:

Paul Wilkerson, Director
River City Ministry
1021 East Washington Ave
North Little Rock, AR 72114

River City Ministry HOME Program

II. Minimum Requirements

A. Subrecipient Qualification

River City Ministry (RCM) is a 501(c)3 faith-based service organization (see attachment A) whose mission is to serve the cities of North Little Rock, Little Rock, and greater Central Arkansas with a focus on Pulaski and Lonoke Counties. RCM's services focus on meeting the spiritual, physical, emotional, medical, community and educational needs of low income residents and the homeless. RCM seeks to build capacity in individuals and families to improve their own lives and give back to the community. We also seek to build a sense of Christian community back in the heart of the downtown communities.

B. Organizational Experience

- 1. Has successfully undertaken similar programs or activities.**
- 2. Has received other federal funding in the past and demonstrated success in meeting program requirements.**

Following is a list of housing grants that River City Ministry has administered over the last 10 years which are most similar to the HOME-APR funding. Our funding has come directly from HUD with RCM functioning as a grantee. Some housing grants were distributed through CATCH, the Central Arkansas CoC, to RCM. Other funding came from DHS on behalf of HUD and RCM acted as a subrecipient. Finally, RCM has received funding from both the cities of Little Rock and North Little Rock, originating from HUD to address specific objectives and needs identified.

RCM values the partnerships we have formed and the work we have accomplished over the years. We believe we have the right experience, capacity and staff to successfully execute this grant and make the greatest impact for the intended population. Please see the extensive, but only partial, representation of our granting experience as outlined below which we believe meets the requirements as stated in the RFP.

Grant name: Day Resource Center

Funding:	2009	\$276,827.00
	2010	\$276,650.00
	2011	\$276,000.00
	2012	\$260,000.00
	2013	\$244,000.00

Scope of work:

The Homeless Day Resource Center was a joint venture between the Cities of LR and NLR to address the issue of homelessness and part of the ten year plan to end homelessness, a nation-wide initiative at the time. The focus was on providing a Day Shelter, which despite the

end of the grant funding in 2013 functions to this day. Services provided include, but were not limited to: providing daily breakfast and lunch, showers, access to case management to assist with needed resources, access to medical and dental care, provision of basic resources such as toiletries, hygiene products and snack bags, assistance with SNAP, WIC, SSI/D and other government programming, housing screening, mental health screening, counseling, assessment and referral.

Grant name: Steps

Funding:	2009 - 2011	\$136,000.00	9 beds/6 units
	2011 - 2012	\$68,000.00	8 beds/6 units
	2012 - 2013	\$73,970.00	8 beds/6 units
	2013 - 2014	\$71,221.00	9 beds/6 units
	2014 - 2015	\$72,423.00	8 beds/6 units
	2015 - 2016	\$72,520.00	8 beds/6 units
	2016 - 2017	\$78,203.00	8 beds/6 units

Scope of work:

Program Description: The Steps Program provided long-term permanent supportive housing to 6 scattered site units of homeless and/or chronically homeless with diagnosed disabilities. This grant offered leasing assistance and supportive services to the program participants.

Experience & Administrative Capacity: Working to manage the finances and administrative duties of the Steps Program included the executive director, grants manager, and bookkeeper under the oversight of the RCM Board of Directors. Through River City Ministry's long standing mission to serve the underserved in Central Arkansas, RCM grew from operating this housing grant to four HUD grants with around one hundred units. This shows RCM's ability to grow in capacity and services to meet the growing need as clients continue to seek services. As program participants engaged in services, HMIS was utilized to track entry/exit information for each program participant as well as annually updating information pertinent to completing the APR each year.

Comprehensiveness of Services: The Steps Program targeted housing chronically homeless, families, veterans, HIV/AIDS, substance abuse, and mentally ill program participants. RCM adheres to fair housing guidelines and assesses each applicant in accordance with the grant eligibility requirements. In the case of the Steps Program, applicants must have a diagnosed disability, and be category 1 or 4 homeless as defined by HUD's definition of homelessness. Once an applicant shows proof of eligibility, they were given program policy and procedures and formally entered in the program.

A core component of service delivery to program participants is assessment for mainstream resources. RCM encouraged and referred program participants to sign up for mainstream resources that enable participants to receive wrap-around services such as insurance through the Affordable Health Care Act, SNAP, WIC etc. This permanent housing (PH) program targeted individuals and/or families that were literally homeless and disabled. Furthermore, this program was designed to serve five individuals and one family with a total of six units. This program

operated at full capacity. While this program did not specifically target housing for the chronically homeless, the majority of those applying for housing at RCM are chronically homeless. RCM desired to continue partnering with HUD in their efforts to end chronic homelessness. Of those already housed in this grant five out of the nine units occupied were chronically homeless prior to being housed. Through this permanent housing, those who were housed received full leasing assistance which in some cases included utilities and rent not to exceed fair market value for the unit size. Although the funding from this program provided full leasing and case management, connections to supportive services were provided through various community partnerships and in-house, in-kind resources.

Grant name: Steps 2

Funding:	2013-2014	10 beds/9 units	\$142,000.00
	2014-2015	25 beds/19 units	\$134,055.00
	2015-2016	22 beds/14 units	\$142,010.00

Scope of work:

River City Ministry's ultimate goal was to serve homeless individuals with disabilities through these supportive housing grants and utilize agency and community resources in order to enhance the lives of those served through providing tools and resources to push them towards independence. Given that this grant only provided leasing assistance to individuals served through this grant, River City Ministry had many partners in the community that provided transportation, furniture, food, clothing, and other important resources to aid these clients in achieving the goals of the program and ultimately increasing a greater sense of self-worth and ability to live independently than before entering the program. River City Ministry also utilized multiple resources within the agency – food pantry; medical, dental, and eye clinic; clothing vouchers; counseling and other resources that contributed to each client's increase in stability through this housing program.

The River City Ministry Step 2 Program assisted individuals and/or families that were literally homeless and disabled. Furthermore, this program was designed to serve ten individuals and four families with a total of fourteen units. The grant completed its first funding year in May 2014. During the first year of operation, one family and nine individuals were housed for a total of 10 units. At the end of the grant year one family and eight individuals were still housed with the only exit in the program due to the death of a program participant.

This program specifically targeted housing the chronically homeless, families, veterans, substance abusers, and the mentally ill. RCM's Step 2 Program housed individuals from all of the populations listed above. The majority of those applying for housing at RCM were chronically homeless.

Through this permanent housing program, clients received full leasing assistance which includes 100% rent and in some cases utilities included in rent not to exceed fair market value for the unit size. Through providing 100% leasing, program participants are able to work towards financial stability through paying off debt/improving credit, saving money, and learning to budget. Most of the program participants housed through the RCM Step 2 Program came to the program with deficits in life skills and budgeting, contributing to them having never been stably housed. The provision of 100% rental assistance also allows clients to learn life skills and increase their income without the stress of worrying about rent. Once program participants

reached a level of independence and income stability, they were encouraged to save and transition to independent living when possible with the assistance of this grant. River City Ministry found great success with the program practice and saw families/individuals transition to independence - even becoming homeowners through Habitat for Humanity.

Although the funding from this program only provided for leasing and case management, connections to supportive services or “wrap-around” services were provided through various community partnerships and in-house/in-kind resources. Through many years of experience serving the homeless and housing the City of North Little Rock’s Homeless Day Resource Center, River City Ministry has acquired and maintained many in-house resources which program participants benefited from. This includes but is not limited to access to River City Ministry’s food pantry as well as a daily hot lunch. RCM provided clothing assistance through a clothing bus that came to RCM twice a month.

RCM also had a partnership with Goodwill that offered clothing vouchers made available to clients in need. Participants also received assistance through River City Ministry’s charitable medical, dental and eye clinics. RCM’s medical clinic provides prescriptions to clients receiving medical care through the clinic. Mental health services were also available in-house through partnerships with psychiatrists in the community and an on staff Licensed Associate Counselor. For clients in need of moving assistance, River City Ministry has partnerships with different churches/individuals in the area that have provided furniture as well as vehicles for moving. In order to supply program participants with resources for education services, employment resources, and life skills. RCM referred clients to three main resources: Hope Works, Goodwill Career Center, and the Our House Learning Center. Each offers free GED completion resources, job training skills, and other life skills training that prepare program participants for the goals they desire to achieve.

RCM did not refer program applicants/participants to specific landlords for housing. However, RCM has a good standing reputation among landlords in the community. As a result, many landlords worked with RCM program participants who were in search of housing. This offered a wide range of housing options for clients seeking housing through this grant and other housing grants administered by RCM.

RCM also actively labored to get program participants signed up for mainstream resources that enabled participants to receive wrap-around services through this project and other services like insurance through the Affordable Health Care, SNAP, WIC etc.

The social services staff adhered to fair housing guidelines and assessed each applicant in accordance with eligibility requirements of each housing grant. In the case of the Steps 2 Program, applicants must have had a verifiable disability and be category 1 or 4 as defined by HUD’s definition of homelessness. Once an applicant provided proof of eligibility and was qualified for assistance, they were housed in the next available opening through a housing program administered by RCM.

Grant name: Joseph

Funding:	2012-13	\$287,729	69 clients/31 units
	2013-14	\$330,537	70 clients/32 units
	2014-15	\$334,174	67 clients/30 units

Scope of work:

River City Ministry (RCM) took over operations for this grant at the end of FY 2012. Upon adoption of the program, RCM worked to keep all persons housed and adopt the budget accordingly. RCM Joseph Program targeted housing chronically homeless, veterans, HIV/AIDS, substance abuse, and mentally ill clients as well as families.

Through this permanent housing program, those who were housed received full leasing assistance which included 100% rent, and in some cases utilities included in rent not to exceed fair market value for the unit size. Through providing 100% leasing, program participants were able to work towards financial stability through paying off debt/improving credit, saving money, and learning to budget without the stress of worrying about rent. Once program participants reached a level of independence and income stability, they were encouraged to save and transition to independent living when possible with the assistance of this grant.

Grant name: Jericho

Funding:	2012-13	\$562,993	77 clients/54 units
	2013-14	\$605,473	99 clients/73 units
	2014-15	\$609,438	116 clients/79 units

Scope of work:

The Jericho Program functioned as a coalition that consisted of several local service agencies collaboratively working together to serve the program participants in this program. The partnering agencies were Better Community Development (BCD), Department of Veterans Affairs Homeless Services (VA), Gain Inc., Little Rock Community Mental Health Center (LRCMHC), and Family Service Agency (FSA). Together with the partnering agencies, the Jericho Program provided permanent housing units and supportive services for 40 individuals/12 families homeless and/or chronically homeless, and formerly incarcerated persons with diagnosed disabilities. The Jericho Program also offered supportive services to Will's House - a fourteen unit project-based housing component of the Jericho Program located at Better Community Development.

Grant name: Gains House

Funding:	2012-14	\$45,896	10 units
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Scope of work:

The River City Ministry Gaines Program served women eighteen years of age or older that were homeless and had a verifiable disability. River City Ministry (RCM) took over administrative operations for this grant at the end of FY 2012, so FY 2013 was the first full-grant year that RCM managed the grant. Gaines House served up to 15 units of transitional shared-housing. Gaines House targeted women who had a severe mental illness as well as the chronically homeless, veterans, victims of domestic violence, and substance abusers. River City Ministry partnered with Gaines House for intake and referral for housing. Gaines House has long-standing partnerships with the mental health facilities in the Little Rock area, so many of the program participants are referred from the different mental health centers. While Gaines House remains drug/alcohol free, RCM Gaines Program actively worked with program participants who either struggled in this area or are coming out of treatment. River City Ministry Gaines Program

adopted housing first program policy that allowed eligible program applicants access to housing regardless of financial status, criminal background, substance abuse history, or other factors that might indicate lack of “housing readiness”.

Through this transitional housing program, program participants received leasing and assistance with mental health treatment if they had no insurance. RCM partnered with Gaines House to get program participants signed up for mainstream resources that enabled participants to receive wrap-around services through this project and other services, like insurance through the Affordable Health Care Act, SNAP, WIC etc.

Apart from this program, Gaines House had resources that offered “wrap around” services to the program participants. Dinner was provided daily and clients had access to laundry services as well. The staff at Gaines House was trained to provide life skills resources, budgeting, nutrition, hygiene and other important skills that help the program participants overcome barriers to independent living. While there was no specific med-management service through Gaines House, the staff received training to deal with medication abuse or other crisis situations. Each resident was required to either be employed, in training for employment, or attending outpatient psychiatric treatment programs. Once program participants overcame barriers to living independently, they were encouraged to transition to a housing program or independent living. Some housing referrals came through River City Ministry for one of the permanent housing programs.

Though River City Ministry played an administrative role in the operation of this grant, it was the intention of RCM to ensure that Gaines House empowered client-driven goals that work for the program participants to transition to independent living. Through monitoring, once a month group sessions with program participants, and a close partnership with Gaines House, RCM and Gaines House employed HUD objectives through program practice already in place to provide services to program participants that increases stability and success for independent living.

River City Ministry administered an optional client satisfaction survey to gain important information on program participants’ perspectives about the weaknesses and strengths.

Grant name: ESG Emergency Shelter Grant

Funding: Funding provided by DHS via HUD

Funding dates:	2015-16	\$369,140.00
	2016-17	\$236,000.00
	2017-18	\$256,191.50
	2018-19	\$241,850.00
	2019-20	\$273,400.00
	2020-21	\$182,000.00
	2021-22	\$30,378.87
	2022-23	\$41,036.23

Scope of work:

The ESG program provides funding to:

1. Engage homeless individuals and families living on the street;
2. Improve the number and quality of emergency shelters for homeless individuals and families;

3. Help operate these shelters;
4. Provide essential services to shelter residents;
5. Rapidly re-house homeless individuals and families; and
6. Prevent families and individuals from becoming homeless.

ESG funds may be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and HMIS; as well as administrative activities

The purpose of the ESG funding is to help improve the quality of existing emergency shelters for the homeless, to make available additional shelters, to meet the cost of operating shelters, to provide essential social services to homeless individuals, and to help prevent homelessness. Rapid RE-Housing and Homelessness Prevention activities are designed to reduce homelessness. The components of ESG grants are Emergency Shelter, Homelessness Prevention, Rapid Re-Housing, Street Outreach, Administration, and HMIS (Homeless Management Information Systems). River City Ministry funding focused on Rapid Re-Housing and Prevention with some dollars in Shelter Operations from 2015-2019. In 2019, RCM significantly decreased the volume of programming in the categories of Rapid Re and Prevention.

When the COVID-19 pandemic hit in early 2020, River City Ministry responded to community needs by significantly increasing food distribution, offering daily food pantry services and serving 200 hot meals each week day. Although we adjusted our daily operations to discourage congregate gatherings, we continued to operate our day shelter and clinics without interruption, including our dental and medical clinics, eye clinics, and social services. We also partnered with United Way to provide rent relief and utility assistance for 93 families through the CARES Act Emergency Food and Shelter Program (as described in the excerpt below), managing this grant in accordance with regulatory guidelines and reporting requirements of the governing committee.

The Emergency Food and Shelter Program began in 1983 with a \$50 million federal appropriation. The program was created by Congress to help meet the needs of hungry and homeless people throughout the United States and its territories by allocating federal funds for the provision of food and shelter.

The program is governed by a National Board composed of representatives of the American Red Cross; Catholic Charities, USA; The Jewish Federations of North America; National Council of the Churches of Christ in the USA; The Salvation Army; and United Way Worldwide. The Board is chaired by a representative of the Federal Emergency Management Agency (FEMA).

During its 40 years of operation, the program disbursed over \$6.5 billion to over 14,000 local providers in more than 2,500 counties and cities.

EFSP Guiding Principles are:

- Efficiency—fiscal administration, reporting and procedural guidance to Local Boards and LROs
- Accountability—good steward of taxpayers' dollars through reasonable oversight and transparency
- Responsiveness—prioritize the allocation of supplemental funds to the neediest areas in the nation

- Partnership—promote and strengthen collaboration between non-profit organizations and public sector
- Facilitating—maximizing appropriate local decision-making through clear guidance and training

Additionally, we had the opportunity to continue in partnership with DHS when they entrusted us with \$305,000 of Emergency Solutions Grant funding under the CARES Act, offered in response to the COVID-19 pandemic. These funds were designed to be used to prevent, prepare for, and respond to coronavirus, among individuals and families who are homeless or receiving homeless assistance, and to support additional homeless assistance and homelessness prevention activities to mitigate the impacts created by coronavirus. Under the Shelter Operations category, to date, we have distributed \$50,591 in hotel vouchers for 88 households displaced and otherwise affected by Covid-19.

C. Organizational Capacity

- 1. Understands and has implemented federal regulatory requirements similar to those that will apply to the proposed activities. Exhibit B contains sections of HUD Notice CPD-21-10**

RCM has used HUD policy on all grants mentioned in this proposal. We have reviewed Exhibit B and understand that this funding must be used only in accordance with those guidelines.

- 2. Has adequate administrative and financial processes and systems in place to comply with the requirements to maintain detailed records to track expenditures, revenues, and staff time spent on specific activities.**

As mentioned above and demonstrated in our organizational chart, we have a team of professionals familiar with grant writing, management, tracking and reporting. See attached financial policy.

- 3. Has qualified individuals on staff assigned to work on the proposed activities. Has adequate staff time available to complete the identified tasks on time or has a plan to fill these gaps in personnel.**

See organizational chart and description of staff to perform the various roles required to successfully execute this grant.

III. RESPONSE TO RFP

a. Each proposal must include, as a minimum, the following information:

i. Authorized Representative-indicate the name, address, email, and telephone number of the company submitting the proposal.

River City Ministry of Pulaski County
1021 East Washington Ave.
North Little Rock, Arkansas 72114
www.rivercityministry.org
steven@rivercityministry.org
501-376-6694

1. Include the name and contact information of the person designated as authorized to contractually bind the offer.

Paul Wilkerson, Executive Director
pawilk@sbcglobal.net
paul@rivercityministry.org
501-416-7123 cell

2. Copy of IRS 501 (c)3 designation

See Attachments

3. List of Board of Directors

See Attachments

4. Copies of By-Laws

See Attachments

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAR 15 2001**

Employer Identification Number:

71-0786539

DLN:

17053055727011

Contact Person:

DAVID V SCIAN

ID# 31369

Contact Telephone Number:

(877) 829-5500

Our Letter Dated:

July 1996

Addendum Applies:

No

RIVER CITY MINISTRY OF PULASKI
COUNTY INC
PO BOX 2179
N LITTLE ROCK, AR 72115-2179

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

You are required to make your annual information return, Form 990 or Form 990-EZ, available for public inspection for three years after the later of the due date of the return or the date the return is filed. You are also required to make available for public inspection your exemption application, any supporting documents, and your exemption letter. Copies of these documents are also required to be provided to any individual upon written or in person request without charge other than reasonable fees for copying and postage. You may fulfill this requirement by placing these documents on the Internet. Penalties may be imposed for failure to comply with these requirements. Additional information is available in Publication 557, Tax-Exempt Status for Your Organization, or you may call our toll free number shown above.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Letter 1050 (DO/CG)

River City Ministry Board of Directors

Name	Email	Address
Jerry Heckman	jheckma@swbell.net	1701 Martha Drive, Little Rock, AR 72212
James Meadors	fatsam2002@yahoo.com	7825 Colonel Maynard RD Scott, AR 72142
Joshua Searcy	jcsearcy88@gmail.com	8 Cypree Pt. , Little Rock, AR 72212
Sue Pyland	suepyland@att.net	46 Bristol Ct, Little Rock, AR 72211
Roger Pritchett	rpritchett@gmail.com	3101 Seminole Trail, Sherwood, AR 72120
Carole Smith	carolesmith3210@gmail.com	700 Cherry Hill Drive, North Little Rock, AR 72116
Gary Smith	g.smith0406@sbcglobal.net	21 Winona Drive, Maumelle, AR 72113
Keri Williams	rwilli9551@hotmail.com	318 Maranes Ciricle, Maumelle, AR 72113
Harold Young	hyng4evr@yahoo.com	2305 Fox Glen Cove Sherwood,AR 72120
Chris Perry	chrisamyperry@sbcglobal.net	9925 Oakdale Road, Sherwood, AR 72120

BY-LAWS OF RIVER CITY MINISTRY OF PULASKI COUNTY, INC.

ARTICLE I. PURPOSE

The corporation has been organized to operate exclusively for charitable and educational purposes, including but not limited to:

Section 1. To provide spiritual assistance and counseling to the poor, to provide Biblical instruction and proclaim the Gospel of Christ. .

Section 2. To assist the poor by providing food, meals, medical care and related necessities of life.

Section 3. To cooperate with area churches of Christ in furthering the aims of the organization.

Section 4. To help make area churches of Christ fully cognizant of the spiritual and physical needs of the poor, and to provide a resource for the churches to determine who may require benevolent and other such services which the churches can individually and/or jointly provide. .

Section 5. To apply for and secure funds from individuals, organizations, and agencies or instrumentalities; and apply for and raise funds from private and public organizations or persons for the promotion and carrying out of its lawful purposes.

Section 6. To solicit, collect and receive grants and contributions and maintain a fund or funds of real or personal property, or both and to use and apply the whole or any part of the income there from the principal thereof in a manner consistent with furthering the purposes of the corporation.

Section 7. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provisions of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal Income Tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or corresponding provision of any future United States Internal Revenue Law) or (b) corporation, contributions to which are deductible under Section 170 (c) {2} of the Internal Revenue Code of 1954 (or corresponding provision of any future United States Internal Revenue Law). Nor shall any part of any such funds inure to the private benefit of any donor, member, director or officer of the corporation (except that reasonable compensation may be paid for services actually rendered to or for the corporation in furtherance of one or more of its purposes).

Section 8. To conduct and carry on the work of the corporation exclusively in such a manner as to be subject to the provisions of 501 (c) (3) of the United States Internal Revenue code of 1954, as amended, and not for profit but exclusively for artistic, charitable, scientific, literary or education purposes, so that the corporation may further its purposes for persons with handicaps.

ARTICLE II. MEMBERSHIP

River City Ministry of Pulaski County, Inc. solicits the support and participation of all area churches of Christ and their members. All Christians are encouraged to participate as volunteers in the work of the organization.

ARTICLE III. BOARD OF DIRECTORS

Section 1. Qualifications of Members. Membership on the Board of Directors of the organization is "considered to be an active, working position, and an individual must therefore meet certain qualifications before he or she may qualify to serve:

- 1- Must be an active member of a congregation of a church of Christ.
2. Must be a well respected member of his/her community.
3. Must have demonstrated a desire to be involved in the work of the Organization by participating as a volunteer, through financial support, or by making skills or services available to the organization.
4. Must be willing to become familiar with and support the objectives of the organization.
5. Must be invited by an affirmative vote of a majority of the Board to become a member of the Board.

Section 2. Number. The number of Board of Directors of this corporation shall not be less than three (3) or more than twenty (20).

Section 3. Election. Election of new Directors or election of current Directors to a second term shall occur as the first term of business at the annual meeting of the Corporation. Directors shall be elected by a majority vote of the current Directors.

Section 4. Term. The term of each Director of the corporation shall be three (3) years, each term to begin immediately following the annual meeting. Directors shall not serve more than 15 consecutive years as a Board Member.

Section 5. Unexpired Terms. When a Director dies, resigns or is removed, the Board may elect a Director to serve for the duration of the unexpired term.

Section 6. Any member of the Board who shall be absent from three (3) consecutive Board Meetings may, at the option of the Board of Directors, be removed from the Board of Directors.

Section 7. Any Director may be removed from the Board at any meeting of the Board by a two-thirds vote of all members of the Board, provided that notices of the proposed action have been mailed to all Board Members at least seven (7) days in advance.

ARTICLE IV. OFFICERS

Section 1. The officers of the corporation shall be a chairman, Vice. Chairman, Treasurer and Secretary and such other offices as the Board of Directors may from time to time designate. Officers may, but need not, be selected from the membership of the Board of Directors and elected by the Board of Directors at the annual meeting to serve a one (1) year term or 1, until their respective successors are chosen and have qualified. The Board of Directors, with or without cause, may -at any time remove any officer. The same person may hold any other offices at the same time except for the offices of Chairman and Secretary.

Section 2. It shall be the duty of the Chairman to preside at all meetings of the Board of Directors and to have general supervision of the affairs of the corporation. The Chairman shall be an Ex-officio member of all committees with the power to call and attend committee meetings. The duties of the

Chairman, including the duty to execute contracts on behalf of the organization, may be delegated to the Executive Director of River City Ministry of Pulaski County, who shall have the day-to-day operational control and responsibility of the organization.

Section 3. It shall be the duty of the Vice Chairman to act in the absence or disability of the Chairman and to perform such other duties as may be assigned to him/her by the Chairman of the Board.

Section 4. The Secretary shall be responsible for keeping the corporate records. He/she shall give or cause to be given all notices of meetings of the Board of Directors and any other notices required by law or these by-laws. The Secretary shall be the custodian of all books, correspondence and paper relating to the business of the corporation, except those of the Treasurer. The Secretary shall join with the Chairman or the Vice Chairman in the Execution on behalf of the corporation of all contracts, deeds conveyances and other instruments in writing that may be required or authorized to be so by the Board of Directors for the proper and necessary transaction of the business of the corporation.

ARTICLE V. MEETINGS

Section 1. The Board of Directors shall have annual meetings each year, called for that purpose by the Chairman or a majority of the Board.

Section 2. In addition to its annual meeting, the Board of Directors shall hold regular meetings at least semi-annually each year at such place as may be designated in the notice of the meeting.

Section 3. Special meetings of the Board of Directors may be called at any time by the Chairman of the Corporation, or in his/her absence by the Vice Chairman, or upon receipt of a request therefore signed by two (2) or more Directors.

Section 4. At all meetings of the Board of Directors each Director shall be entitled to cast one vote on any question coming before the meeting. The presence of a majority of the Board membership shall constitute a quorum at any meeting.

ARTICLE VI. COMMITTEES

Section 1. The corporation may establish committees from time to time to assist in the effective carrying out of the purposes of the organization.

Section 2. The Chairman of the corporation shall, with the approval of the Board of Directors, appoint the chairperson and members of all standing committees. In addition, the Chairman shall have the power to establish and appoint such other committees, as he/she deems proper₂ with Board approval.

Section 3. All committee meetings of the corporation shall be open to all members of the Board of Directors; however, at such meetings, only committee members shall have the right to vote.

Section 4. The presence of a majority of the committee membership shall constitute a quorum at any committee meeting.

ARTICLE VII. AMENDMENTS

The Board of Directors may amend these by-laws to include or omit any provision that it could lawfully include or omit at the time the amendment is made. Upon written notice of at least seven (7) days, any number of amendments or an entire revision of the by-laws, may be submitted and voted upon at a single meeting of the Board of Directors and shall be adopted at such meeting upon receiving a two-thirds vote of the members of the Board of Directors. The Board may not amend any provisions if the effect of the amendment would be to prohibit compliance with the requirements of 501 (c) (3) certification.

ARTICLE VIII. MISCELLANEOUS

Section 1. The corporation shall have the power to indemnify and hold harmless any director, officer or an employee for suit, damage, claim, judgment or liability arising out of or asserted to arise out of conduct of such persons in his/her capacity as a director, officer or employee (except as to cases involving willful misconduct) and the corporation shall have the power to purchase or procure insurance for such purposes.

Section 2. All checks, drafts, or other orders for payment of funds shall be signed by such officers or such other persons as the Board of Directors may from time to time designated.

Section 3. The fiscal year of the corporation shall be an annual year.

ARTICLE IX. RESTRICTIONS

Section 1.

Upon the dissolution of this corporation, any assets that are not required by law to be distributed elsewhere shall be distributed to an organization to which contributions are deductible under Section 501 (c) (3) of the Internal Revenue Code. This distributed organization shall be selected by majority vote of the Board of Directors.

Section 2. This corporation shall not engage in any activity which is not in furtherance of its stated purposes or which is not otherwise consistent with the requirement of Section 501 (c) (3) of the Internal Revenue Code and regulations issued thereunder.

ARTICLE X. PARLIAMENTARY PROCEDURE

Robert's Rule of Order, Newly Revised Edition shall govern in all matters not covered by the Articles of Incorporation and By-laws.

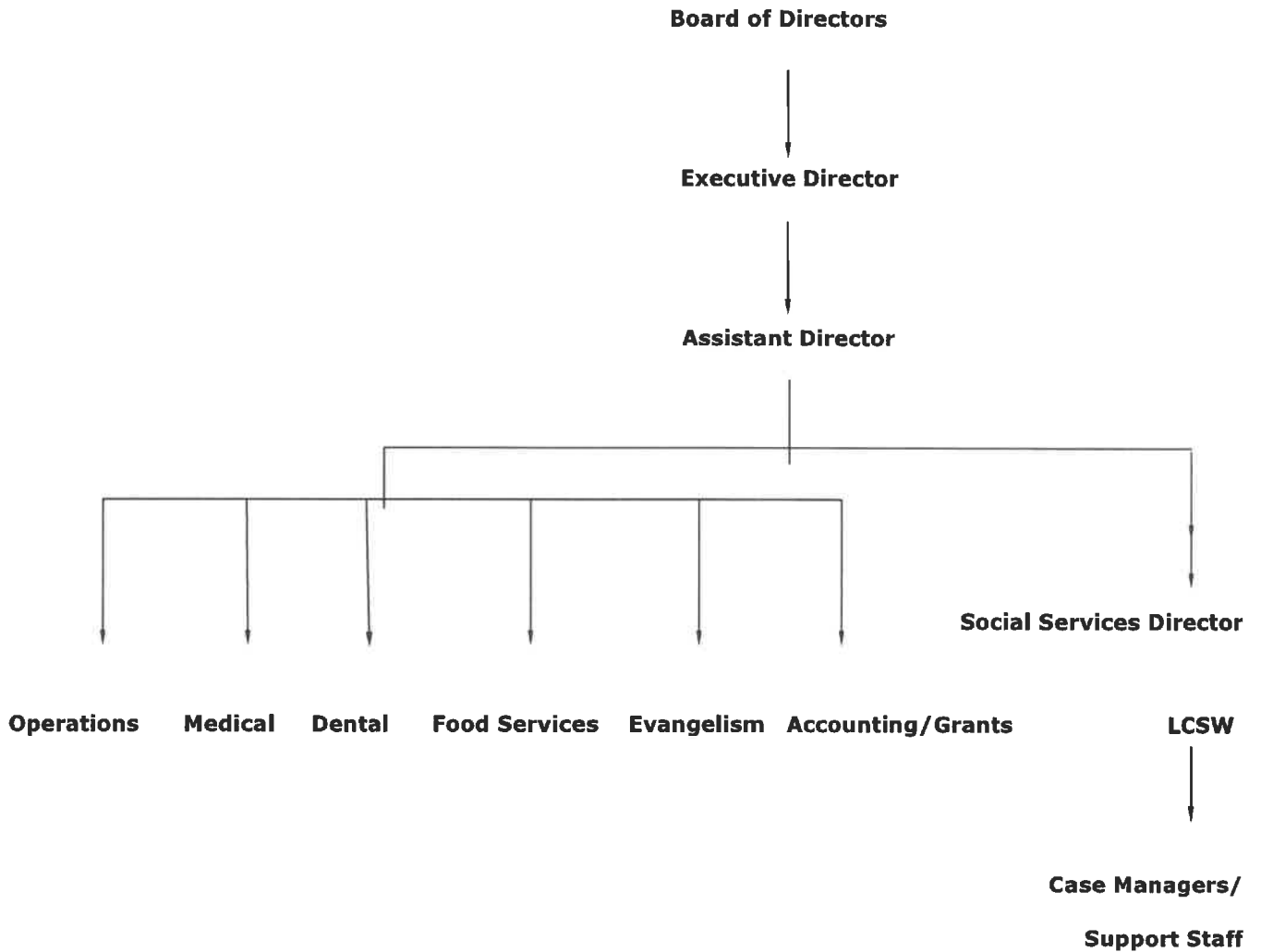
ii. **Company Experience** - A description of the firm's experience and capability of fulfilling the subject programs if awarded.

1. Detailed statement addressing each of the Minimum Requirements noted above

See Minimum Requirements Section

iii. **Team Information** - Provide an organizational chart showing the staffing designated to undertake the proposal

ORGANIZATIONAL CHART FOR RCM



River City Ministry has two full time licensed social workers and a steady stream of social work interns who are qualified to assist with meeting the case management requirements of this grant. The housing program will afford us additional opportunities to offer tangible housing resources for any client who qualifies. Our trained staff works hard to connect with individuals who may be unaware of the resources available to them and who may otherwise miss a chance to obtain a higher level of stability. The variety of services offered by RCM (including but not limited to food pantry, daily breakfast and lunch, dental clinic, medical clinic, and eye clinic) offers ample opportunity to assess the needs of our most vulnerable population, with the ultimate goal of permanent stability.

By providing case management to all RCM clients, clients receive a one-on-one encounter with a trained social worker or counseling professional. During each assessment, the case manager establishes a plan that is based on the client's specific situation. This involves examining current housing barriers and their history of housing. After the assessment is complete, the client will be provided with a list of referrals that meet their specific needs. If the situation requires further evaluation, each client will have a follow up appointment scheduled to ensure the client is able to continue moving forward toward stability. In addition to housing resources, each client is assessed to ensure wrap around services are made available to support housing stability.

RCM has had its challenges over the years trying to administer, track and report millions of granting dollars. We have grown with these challenges in skill, knowledge and capacity. We now have full-time staff to administer payments, remit invoices, manage the budgets, and work with the case management team to ensure the highest quality of grant administration. We have also adapted to changing policies and requirements.

The Licensed Certified Social Worker (LCSW), leadership of RCM and the RCM grants manager have all reviewed the EXHIBIT B, HOME-APR FEDERAL REGULATORY REQUIREMENTS, CPD-21-10 included in the RFP. We understand the guidelines as defined therein. We commit to use these regulations to guide all our policy, procedure and practice for any activities related to this grant and all monies expended under this grant funding.

iv. Evidence of Insurability (COI)

See below



RIVECIT-46

DHURST

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
4/17/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Little Rock, AR-Stevens Dell and Associates-Hub International Mid-America 5312 W Markham Street Little Rock, AR 72205		CONTACT NAME: PHONE (A/C, No, Ext): (501) 664-6587 FAX (A/C, No): E-MAIL: ADDRESS:															
INSURED River City Ministry of Pulaski County, Inc. PO Box 2179 North Little Rock, AR 72115		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : North American Elite Insurance Company</td> <td>29700</td> </tr> <tr> <td>INSURER B : First Comp Insurance Company</td> <td>27626</td> </tr> <tr> <td>INSURER C : United States Liability Insurance</td> <td>25895</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : North American Elite Insurance Company	29700	INSURER B : First Comp Insurance Company	27626	INSURER C : United States Liability Insurance	25895	INSURER D :		INSURER E :		INSURER F :	
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INSR	TYPE OF INSURANCE	ADDL SUBR	POLICY NUMBER	POLICY EFF	POLICY EXP	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJEC <input type="checkbox"/> LOC OTHER:		2022-71070	10/26/2022	10/26/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 IMPROPER SEXUAL \$ 250,000 COMBINED SINGLE LIMIT (Per accident) \$ SOCIETY INJURY (Per person) \$ SOCIETY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY					EACH OCCURRENCE \$ AGGREGATE \$
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB OCCUR <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in WA) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> Y N/A	WC0157793-09	10/7/2022	10/7/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - PA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	Directors & Officers		NDO1551621K	11/23/2022	11/23/2023	Gen Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER River City Ministry of Pulaski County PO Box 2179 North Little Rock, AR 72115	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
--	--

b. Proposals should include narrative and supporting documentation supporting their request.

Narrative

River City Ministry (RCM) is located in North Little Rock, an entitlement city. RCM is the only shelter in North Little Rock. While there are a number of overnight shelters in the city of Little Rock, there are only two day shelters in Pulaski County. RCM is proud to be the only shelter in NLR and only one of two of its kind in all of Pulaski County.

River City Ministry believes a day shelter provides three primary functions: 1) Shelter for the homeless during the day and a place for the homeless to belong, 2) Provide basic care and nutrition, and personal hygiene, and 3) an opportunity to work towards greater stability with the resources case management can provide. RCM's overall objective is to address the ongoing needs of the homeless in our community. Realizing that homelessness has a cyclical nature, and that many can find themselves homeless at any time, we see the value in wrap-around services. This is why RCM seeks to provide a suite of services for all stages of housing insecurity. When looking at the four part definition of homelessness as defined by HUD, RCM seeks to address each area by offering a variety of programming. All housing programs are supported by intensive case management which we believe is what contributes to the success of our clients.

When you think about "home" what comes to mind? For thousands of people in Central Arkansas, home no longer means safety and comfort, but of pain, loss or longing. Over the years, with the help of our housing programs, River City Ministry has been able to provide a way back home for thousands of these individuals. Through our Homelessness Prevention programs, Rehousing Programs, Rental Assistance, Shelter Options, Long Term Supportive Housing, Transitional Housing, Privately Owned Affordable Housing and Special Projects we continue to be able to help those with housing insecurity. Whether it is to avoid becoming homeless or finding a way back from homelessness, it takes a variety of programming and extensive case management.

Imagine the sense of hopelessness that comes when receiving an eviction notice—the final blow after countless hours of anxiety and fear that you and your children will be forced onto the streets. Then imagine the overwhelming relief when an agency provides a lifeline of hope. Our housing program keeps families off the street. Jack, the father of one of the families we served, said, "I was waiting for God to send someone my way, and that was you guys. Not just for me, but for my kids. They never noticed how close we were to being on the streets." Jack is a hard working father of three children—eight, seven, and four years old. A traumatic brain aneurysm earlier this year forced Jack into the hospital. After surgery, his doctor recommended that he stay home for a few months before going back to work. When he went to apply for short term disability, it wasn't there. Suddenly, he and his family were threatened by homelessness, never

having imagined that they would be unable to pay the rent. One of Jack's family members recommended that he come to River City Ministry. After meeting with our social workers, Jack said, "I didn't even worry about it anymore, God's gonna work it out." Through our service and God's grace, Jack and his family were able to get caught up on rent and avoid eviction, restoring their warm feelings of "home." Jack has since gotten clearance to return to work, and he is determined to maintain a steady, stable environment for his beloved boys.

In addition to preventing homelessness, we have been able to transition families out of homelessness through our Rapid Re-Housing program, working side by side with them in their journey to receiving a key to their very own home. Ron came to us after being referred to the housing program by a friend. Ron grew up in east Arkansas in a family with strong religious convictions. From a young age, he was a hard worker, devoting afterschool time to working on the farm. After graduating high school, Ron found gainful employment as a long-haul truck driver. He got married and lived with his wife and their two sons in a home they purchased in Little Rock. Life was good. That is, until Ron fell ill and went into a diabetic coma, which left him with damaged organs and no job. Because he was insulin dependent, Ron could no longer pass the strict medical clearance to drive a truck. With no job, the lifestyle his family was accustomed to was no longer possible. Eventually, the stress and pressure of accumulating bills took a toll on the marriage, and Ron found himself divorced and homeless. He fell into depression and turned to drugs. For several years he wandered from town to town, looking for happiness in all the wrong places. In 2017, Ron decided to move back to Arkansas and clean up his life. He credits God with orchestrating all the events that led him back home. Ron is so appreciative of the fresh start afforded him through this housing program, and he wanted to give back by sharing his story.

Although these names have been changed, these stories are a common occurrence in the RCM Emergency Solutions Program. In fact over the years we have countless stories from all of the housing programs with which we have been privileged to partner.

Throughout the years of administering housing programs, the major determining factor in preventing a relapse of homelessness is how well connected that individual or family is with a community and the resources it provides. There is ultimately no amount of money that a grant program can provide that will change the course of someone's life, yet relationships paired with support can make an enormous difference. Providing short term financial assistance or affordable, safe housing, in concert with intense case management, allows for someone to make long term plans and short term goals to fulfill the plans.

River City Ministry attributes much of the success to our strong community partnerships. RCM is an active member of the CATCH board which oversees the HUD funding for Central Arkansas. RCM believes we are the agency many call first with referrals. Our local, state and federal

offices frequently contact our case managers when they have client situations that are complicated or acute.

The intense case management is an aspect of the RCM housing program that sets it apart from other agencies. The components of the HOME program will be administered by a Licensed Certified Social Worker and a Licensed Social Worker employed through RCM. These professionals will work closely with the University of Little Rock among other accredited Social Work collegiate programs, utilizing School of Social Work graduate and undergraduate interns. This helps to promote a community of connection and service that transcends an internship and provides a greater understanding of the needs of poverty in Central Arkansas.

Since 2009, River City Ministry has been the agency to accept the bulk of the ESG and other funding for Central Arkansas. Due to the labor intensity, high demand, need for services from the community, and reimbursement style funding of the program...it is difficult for many agencies to accept and administer these funds appropriately. C

Over the course of the 30+ years that RCM has served our community, it is due to the faithful donations of churches, individuals, businesses, and grants that has made it possible for us to carry out our mission. Some of our long-standing partners include but are not limited to: AR Hunger Relief Alliance, United Way, Delta Dental, Frazier Foundation, AR Foodbank, Walmart, Tri S Foundation, HUD, Cities of LR and North Little Rock, Department of Human Services, and AR Department of Health. While grant funding has been and continues to provide for a large percentage of our funding, the bedrock of the funding we receive comes through donations. We have created and maintained faithful partners and volunteers over the years that share in RCM's vision to serve the homeless and poor in Central Arkansas. Between our annual fundraising campaigns and monthly givers, we receive an average of \$400,000 annually from our generous partners and donors. As the needs in our community have changed and grown over the years, our donors continue to share in our vision and support the work we do.

Moreover, all housing clients are welcome to access the resources at the day shelter on a daily basis. We provide a place to spend the day working towards greater stability and needed resources. Our facility provides daily breakfast and lunch, showers, clean clothes and home goods (through our voucher program with Goodwill of Arkansas), access to technology, case management, medical clinic, dental clinic and eye clinic with supporting pharmacy. Case Management can assist a client with filling out applications for disability, a job, insurance, or any other barrier keeping them homeless. In short, we provide the wrap-around services to the homeless which complement the housing programs we also provide.

In addition to clients accessing the resources at the RCM Day Shelter, when working towards obtaining housing, our agency works to maintain relationships with other service providers in order to stay up to date on housing resources. This includes, but is not limited to the Department of Housing and Urban Development, Metropolitan Housing Alliance, Little Rock Housing Authority, North Little Rock Housing Authority and Central Arkansas Team Care for the Homeless (CATCH). We partner with all the members of CATCH, as a founding active member. RCM believes that this expertise will help us be successful in administering the HOME grant program.

As River City Ministry has cemented our presence in the North Little Rock community, we have been strategic and intentional about the purchase of property near our Ministry over the years. Our intention and vision long-term is to see positive influences and life-changing projects to impact and grow the area. We have already purchased lots where we would build the units described in our budget. River City Ministry also has connections for the purchasing of the duplexes listed in our budget that will be used to create affordable housing in North Little Rock.

In 2021, after a long standing connection with Hand Up Housing of Arkansas, RCM took over the administration of this non-profit organization. It is a wholly-owned subsidiary separate non-profit that is run and operated out of River City Ministry. Through Hand Up Housing, there are five scattered-site transitional affordable houses in North Little Rock that value in total around \$227,000. Through this funding we will be able to add to the affordable housing available in North Little Rock.

Budgeting

River City Ministry has reviewed the budget as outlined by the RFP for the Use of HOME-APR Funding. Given the current categories and given the stated goals of the RFP, RCM proposes the following.

As stated by the RFP, “the City’s goal is to allocate \$780,502 of its funding towards affordable housing to leverage and determine a combination up to at least 5 newly constructed non-congregate housing units, at least 10 rehabilitated housing rental units, and 10 housing units supported using Tenant Based Rental Assistance.”

River City Ministry proposes the following to meet those goals:

Housing

1. \$277,200 For the construction of a new Quadplex, non-congregate, 4 unit housing project. This is based on an estimate of 550 square feet per unit at \$2200 X 4 units
2. \$40,000 For the completion of 1101 East 2nd Street. The original project is a renovated home at a \$100K budget RCM provides \$60K.
3. \$240,000 Acquisition of 3 duplexes (6 units) near Curtis Sikes in NLR to be used as affordable housing and supported using Tenant Based Rental Assistance.
4. \$70,000 Acquisition of a duplex (2 units) off Main in NLR, completely refurbished which RCM is ready to purchase.
5. \$153,302 To be used for rehabilitation projects to bring the duplexes and RCM's existing rental properties up to ADD standards and to increase the safety of the properties.

\$780,502 Total in Development of Affordable Rental Housing, Acquisition and Development of Non-Congregate Shelters, Tenant Based Rental Assistance

Budget Narrative

Above are the proposed projects that RCM would undertake should the \$780,502 for Development of Affordable Rental Housing be granted to this agency. RCM has taken great measures to try and develop a plan to meet the City's stated goal of providing "up to at least 5 newly constructed non-congregate housing units, at least 10 rehabilitated housing rental units, and 10 housing units supported using Tenant Based Rental Assistance."

We plan to construct a Quadplex and finish construction that is already underway, as stated in line 1 and 2 of the Housing budget above. We are also acquiring 9 units by purchasing 4 duplexes and acquiring 1 house to provide affordable housing. Three of the duplexes (line 3 of the budget) will need renovation along with a few other properties we currently own (line 5 above). This will be with the goal of providing more units of affordable housing which are equipped to serve persons with a disability. RCM is ready to move forward day one with these projects. We have the land for the Quadplex and have spoken with construction companies.

We have already found properties for acquisition and have negotiated prices. RCM has spoken with our insurance company and bank to make sure we can provide both of the following, "The successful proposer shall provide proof of liability insurance and workers compensation coverage. The agency shall pay the cost of such insurance. Should a proposal contain construction, proof that respondent can obtain a payment performance bond or an irrevocable \$250,000.00 letter of credit, at a minimum, shall be provided."

In terms of supportive services, RCM is prepared to provide the supportive services portion of this grant in conjunction with the above projects or as a stand alone service to assist other agencies executing the building aspect of the HOME ARP. We are currently providing social services support on existing housing grants and have policy and procedure in place for providing rental assistance if needed. You will find our Supportive Services budget proposal below.

Supportive Services

\$105,000 \$70K @ 18 months salary for LCSW dedicated to the HOME program to provide oversight of all grant activities, compliance with all aspects of Exhibit B, reporting to the grantor, record keeping, interface with construction, acquisition and rehabilitation projects and oversight of all client interactions.

\$60,000 \$40K @ 18 months salary for Case Manager dedicated to the HOME program to provide case management, housing counseling, housing screening and assessment, development of housing plan, establish ongoing support with clients serviced by the RCM HOME program

\$37,500 \$25K @ 18 months salary for support staff dedicated in part to granting, client management and property management for the RCM HOME program

\$37,654.00 Working fund to provide for the needs of the housing clients as defined in the RFP

\$240,154 Total in Supportive Services

IV. EVALUATION OF PROPOSALS

Organizational Experience with requested activity to be funded

See Organizational Experience Under Minimum Requirements

Organizational Capacity to carry out activity to be funded

See Organizational Experience under Minimum Requirements AND Narrative

Existing Resources and Commitments from sources other than HOME APR

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Project Readiness and Leveraging of HOME ARP funds Requested

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RIVER CITY MINISTRY OF PULASKI COUNTY

**ACCOUNTING
POLICIES AND PROCEDURES**

July 28, 2015

Revised February 2, 2016

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I. Introduction

The purpose of this manual is to describe all accounting policies and procedures currently in use at River City Ministry and to ensure that the financial statements conform to generally accepted accounting principles; assets are safeguarded; guidelines of grantors and donors are complied with; and finances are managed with accuracy, efficiency, and transparency.

All River City Ministry's staff with a role in the management of fiscal and accounting operations are expected to comply with the policies and procedures in this manual.

These policies will be reviewed annually and revised as needed by the staff and approved by the Executive Director and Finance Committee of the Board of Directors.

II. Division of Responsibilities

The following is a list of personnel who have fiscal and accounting responsibilities:

Board of Directors

1. Reviews and approves the annual budget
2. Reviews annual and periodic financial statements and information
3. Reviews Executive Director's performance annually and establishes the salary
4. Two members of the board will be appointed by the board to be authorized signers on the bank accounts
5. Reviews and approves all contracts over \$ 7,500.
6. Reviews and approves all non-budgeted expenditures over \$ 5,000.
7. Reviews and advises staff on internal controls and accounting policies and procedures
8. Determines whether the organization should have an audit and, if so, chooses and contracts with the auditor

Treasurer

1. Approves monthly closing statements
2. Reconciles general ledger
3. Submits annual budget for approval to the board
4. Prepares year-end P&L and balance sheet for the board
5. Submits monthly P&L and balance sheets to the board
6. Reviews monthly bank statements and reconciliation provided by bookkeeper
7. Advises the board on fiscal policy and financial status of the ministry
8. Coordinates activities of the Financial Committee
9. Represents the Board and the Ministry in all aspects with our independent Auditors.
10. Presents any correspondence regarding noncompliance with grants to the Board of Directors, and includes any pertinent documents into the minutes.
11. Review and communicate with the board management's corrective action plan in response to findings, either by Audit or HUD monitoring.
12. Lead the Finance Committee, and communicate to the board regarding benefits of grants as opposed to the cost.

Executive Director

1. Reviews and approves all financial reports including cash flow projections
2. Sees that an appropriate budget is developed annually
3. Approves check signing procedures
 - a. Per HUD guidelines, checks pertaining to federal funding will be signed by the executive director or designee outside of bookkeeping process.
 - b. See attachment A for signature sheet
4. Reviews and approves all contracts under \$ 7,500.
5. Reviews and approves all grant submissions
6. Approves inter-account bank transfers
7. Is on-site signatory (#3) for all bank accounts
8. Opens all bank statements, reviews for any irregularities. At the formal closing, ED will receive bank reconciliation from Treasurer, signed and dated, and review completed monthly bank reconciliations, initialed and dated.
9. Oversees the adherence to all internal controls
10. Receives incoming mail, reviews and records incoming donations, or assigns designee to do so.

Social Services Director

1. Oversee all Social Services delivered through the Ministry
2. Approve Time Sheets of staff who are required to keep them
3. Approve mileage amounts of case-managers
4. Will serve as the LOCCS drawdown officer for the Agency

Program Manager

1. Approves all program expenditures
2. Monitors program budgets
3. Reviews all payrolls and is responsible for all personnel files
4. Reviews and approves all reimbursements and fund requests
5. Processes all inter-account bank transfers
6. Assists Executive Director with the development of annual and program budgets
7. Reviews all incoming and outgoing invoices
8. Manages the petty cash fund for non-federal funds
9. Receives and opens all incoming accounting department mail except bank statements
10. Monitors and manages all expenses to ensure most effective use of assets
11. Monitors grant reporting and appropriate release of temporarily restricted funds

12. Oversees expense allocations
13. Monitors and makes recommendations for asset retirement and replacement
14. Reviews, revises, and maintains internal accounting controls and procedures
15. Initiates donor thank you letter acknowledgements
16. Reviews all financial reports

Bookkeeper

1. Overall responsibility for data entry into accounting system and integrity of accounting system data
2. Processes invoices and prepares checks for signature
3. Makes bank deposits
4. Processes payroll
5. Maintains general ledger
6. Prepares monthly and year-end financial reports
7. Reconciles all bank accounts
8. Mails vendor checks
9. Manages Accounts Receivable

Signatory #1

1. Designee by ED, and approved by the board.
2. Duties are outside the approval, reconciliation and money management duties for the Federal grants.
3. Will be authorized to sign checks as well as move money between accounts electronically.

Signatory #2

1. To be filled by a board member, and approved by the board for this role.
2. Duties are outside the approval, reconciliation, and money management duties for the Federal grants.
3. Will be authorized to sign checks as well as move money between accounts electronically.

III. Chart of Accounts and General Ledger

River City Ministry will keep the Organization's books in accordance with the GAAP accounting principles.

To include, but not limited to Grants receivable, Prepaid Expenses, Accounts Payable, Deferred Revenues, Fixed Assets, In-Kind Revenue and Expenses.

Acknowledging the GAAP standards, and the above paragraph, River City Ministry has designated a Chart of Accounts specific to its operational needs and the needs of its financial statements. The Chart of Accounts is structured so that financial statements can be shown by natural classification (expense type) as well as by functional classification (program vs. fundraising vs. administration). The Treasurer is responsible for maintaining the Chart of Accounts and revising as necessary. The Chart of Accounts is attached to this manual as an addendum.

The general ledger is automated and maintained using our accounting software. All input and balancing is the responsibility of the bookkeeper with final approval by the Treasurer.

The Treasurer should review the general ledger on a monthly basis for any unusual transactions.

PROCUREMENT POLICY

All procurements made by River City Ministry involving the expenditure of HUD Funds will be made in accordance with the following procurement standards.

Procurement transactions, regardless of method or dollar value, will maximize open and free competition consistent with the standards of 24 CFR Sections 84.41 through 84.48. River City Ministry shall not engage in procurement practices which may be considered arbitrary or restrictive.

Purchases will be reviewed by the Grant Manager to prevent duplication and to ensure that costs are reasonable.

I. METHODS FOR PROCUREMENT

Procurements shall be made using one of the following methods: (a) small purchase procedures, (b) competitive sealed bids, (c) competitive negotiations, (d) non-competitive negotiation and shall be made in accordance with procedures set forth at 24 CFR § 84.44 (a)(1) through (a)(3) at a minimum.

A. Small Purchases

Purchases which cost between \$500 and \$1,000 will require three quotations of rate, price, etc. A memorandum will be prepared setting forth the date calls were made, parties contacted and prices obtained. For purchases of less than \$500, efforts will be made to get the lowest and best price, but written records of such efforts are not necessary.

Purchases of supplies, equipment and services which cost between \$1,000 and \$10,000 will require written estimates but no legal advertisement is required. River City Ministry will solicit written responses from at least three vendors, and if no such responses are available, a statement explaining the procurement will be prepared and filed.

B. Competitive Sealed Bids

Bidding will be employed when detailed specifications for the goods or services to be procured can be prepared and the primary basis for award is cost. When the cost of a contract, lease or other agreement for materials, supplies, equipment or contractual services, other than those personal or professional, exceeds \$10,000, an Invitation for Bids (IFB) notice will generally be prepared.

The IFB will include a complete, accurate and realistic specification and description of the goods or services to be procured, the bid deposit, payment bond and bond performance required (if applicable), the location where bid forms and specifications may be secured, the time and place

for opening bids, and whether the bid award will be made on the basis of the lowest price or the lowest evaluated price. If the lowest evaluated price is used, the measurable criteria to be used must be stated in the IFB. The newspaper notice must also contain language which calls to the attention of bidders all applicable requirements which must be complied with such as Section 3 of the 1968 Housing Act, Section 109 of the 1974 Housing and Community Development Act, the Civil Rights Act of 1964, Executive Order 11246 and the Davis-Bacon Act.

River City Ministry may cancel an Invitation for Bid or reject all bids if it is determined that such is in the best interests of River City Ministry. Bidders will be notified in writing of such cancellation or rejection. River City Ministry may allow a vendor to withdraw a bid if requested at any time prior to the bid opening. Bids received after the time set for bid opening shall be returned to the vendor unopened.

Competitive Negotiations

River City Ministry will use competitive negotiations, regardless of contract amount, upon a written determination that:

1. Specifications cannot be made specific enough to permit the award of a bid on the basis of either the lowest bid or the lowest evaluated bid price (in other words, bidding is not feasible).
2. The services to be procured are professional in nature.

With the exception of certain professional services (principally engineering services), competitive negotiations will proceed as follows:

- a. Proposals will be solicited through newspaper advertisement; additionally, a Request for Proposal (RFP) may be prepared and mailed to qualified vendors. The newspaper advertisement must be published at least seven (7) days and not more than twenty-one (21) days before the date for receipt of the proposals. The RFP will describe services needed and identify the factors to be considered in the evaluation of proposals and the relative weights assigned to each selection factor. The RFP will also state where further details regarding the RFP may be obtained. The RFP will call attention to the same regulations discussed in the bidding process. Requests for proposals will always include cost as a selection factor.
- b. Award must be made to the offeror whose proposal is determined in writing by the River City Ministry to be the most advantageous to River City Ministry. Evaluations must be based on the factors set forth in the Request for Proposal and a written evaluation of each response prepared. The review committee may contact the firms regarding their proposals for the purpose of clarification and record in writing the nature of the clarification. If it is determined that no acceptable proposal has been submitted, all proposals may be rejected. New

proposals may be solicited on the same or revised terms or the procurement may be abandoned.

D. Noncompetitive Negotiations

Noncompetitive negotiations may be used for procurements in excess of \$10,000 when bidding or competitive negotiations are not feasible. River City Ministry may purchase goods and services through non-competitive negotiations when it is determined in writing by the Executive Director that competitive negotiation or bidding is not feasible and that:

1. An emergency exists which will cause public harm as a result of the delay caused by following competitive purchasing procedures, or
2. The product or service can be obtained only from one source, or
3. The contract is for the purchase of perishable items purchased on a weekly or more frequent basis, or

Adopted by the River City Ministry this 23 day of April, 2015.


Paul Wikerson, Executive Director

V. Cash Receipts

Cash receipts generally arise from:

1. Contracts and Grants
2. Direct donor contributions
3. Fundraising activities

The principal steps in the cash receipts process are:

The Executive Director and/or designee receives incoming mail, reviews and documents checks. The Bookkeeper reviews check logs, stamps all checks "for deposit only," and makes two (2) copies of each check. The checks are kept in a locked cabinet until handed to the bookkeeper for processing and deposit.

Weekly (or more often if necessary), the Executive Director or designee submits the following to the Bookkeeper for processing: the endorsed checks, the deposit log book, and the correct account allocation for each deposit. The Bookkeeper processes the deposit and takes it to the bank for deposit. A copy of the deposit slip is attached to the deposit. The deposits are put in a file to attach to the bank statement. The deposit log book is returned to the Executive Director or Program Manager.

All cash received will be counted, verified, and signed off by the Executive Director and another available staff member. The cash will immediately be posted using the appropriate allocation. A receipt will be given to the paying party and a copy kept for internal purposes. The cash will be kept in a locked, secure location and deposited within 24 business hours.

VI. Inter-Account Bank Transfers

The Bookkeeper monitors the balances in the bank accounts to determine when there is a shortage or excess in the checking account. The Bookkeeper recommends to the Executive Director when a transfer should be made to maximize the potential for earning interest. The Bookkeeper is directed in writing when to make a transfer and in what amount.

VII. Cash Disbursements & Expense Allocations

Cash disbursements are generally made for:

1. Payments to vendors for goods and services
2. Taxes/license fees
3. Staff training and development
4. Memberships and subscriptions
5. Meeting expenses
6. Employee reimbursements
 - a. Mileage Reimbursement: Case Manager submits the Mileage Reimbursement Form at the beginning of the month for the past month's expenses to the Social Services Director for approval. Bookkeeper provides reimbursement check based on the IRS standard business mileage rate to the Case Manager.
7. Marketing/promotional materials

Checks are processed weekly. Invoices submitted to the Bookkeeper as soon as practical will be processed and paid by Friday of the same week. Checks can be prepared manually within one day, but this should be limited to emergency situations.

Requests for cash disbursements are submitted to Accounting in three ways:

1. Original invoice
2. Purchase request (submitted on approved form)
3. Employee expense report or reimbursement request

All invoices must have the account code written on them and approved by the Program Manager or Executive Director prior to being submitted to accounting.

Every employee reimbursement or purchase request must be documented on the approved form with travel authorization, receipts, nature of business, program allocation, and funding source (if applicable) before approving for reimbursement as follows:

Lodging - an itemized receipt from the hotel detailing all charges, the person(s) for whom the lodging was provided, and the specific business purpose. Based on the General Service Administration Per Diem Rates.

Meals - a receipt must be provided showing the cost of food, beverage, and gratuities, including the names of every person for whom food or beverage was provided, and the specific business purpose.

Other Expenditures - a receipt from the vendor detailing all goods or services purchased (including the class of service for transportation) and the specific business purpose.

The Executive Director or Program Manager reviews all requests for payment and:

1. Verifies expenditure and amount
2. Approves for payment if in accordance with budget

3. Provides or verifies appropriate allocation information
4. Provides date of payment taking into account cash flow projections
5. Submits to the Bookkeeper for processing

The Bookkeeper processes all payments and:

1. Immediately enters them into the Accounts Payable module
2. Prints checks according to allocation and payment date
3. Submits checks, with attached backup documentation, to Executive Director for approval and signature. All checks in excess of \$7,500 must be authorized by the Board of Directors
4. Stamps invoice "paid"
5. Mails checks and appropriate backup documentation
6. Files all backup documentation in the appropriate file
7. Runs an accounts payable aging at the middle and end of each month and submits to the Program Manager to assure timely payment of all invoices

Expense Allocations

Most non-salary expenses that benefit more than one cost center (administration, fundraising, and program) are spread across centers using a shared cost method. Under this method, the number of full-time equivalents (FTEs) within a department are divided by the total number of FTEs at the organization to determine the percentage of shared costs they should bear. This is done on a monthly basis by the Program Manager or Bookkeeper. Occupancy expenses may be split between departments based on the percentage of square footage that is used by each department.

VIII. Credit and Debit Card Policy and Charges

All staff members who are authorized to carry an organization credit card will be held personally responsible in the event that any charge is deemed personal or unauthorized. Unauthorized use of the credit card includes: personal expenditures of any kind; expenditures which have not been properly authorized; meals, entertainment, gifts, or other expenditures which are prohibited by budgets, laws, and regulations, and the entities from which River City Ministry receives funds.

The receipts for all credit card charges will be given to the Bookkeeper within two (2) weeks of the purchase along with proper documentation. The Bookkeeper will verify all credit card charges with the monthly statements. A record of all charges will be given to the accounting personnel with applicable allocation information for posting. A copy of all charges will be attached to the monthly credit card statement when submitted to the Executive Director for approval and signing.

The Executive Director's credit card usage will be provided to the Board Finance Committee and the Board Treasurer.

IX. Accruals

To ensure a timely close of the General Ledger, River City Ministry may book accrual entries. Some accruals will be made as recurring entries.

Accruals to consider:

1. Monthly interest earned on money market accounts, certificates of deposits, etc.
2. Recurring expenses, including employee vacation accrual, prepaid corporate insurance, depreciation, etc.

X. Bank Account Reconciliations

1. All bank statements are given unopened to the Executive Director. The Executive Director reviews the statements for unusual balances and/or transactions.
2. The Executive Director gives the statements to the Bookkeeper for timely reconciliation as follows: a comparison of dates and amounts of deposits as shown in the accounting system and on the statement, a comparison of inter-account transfers, an investigation of any rejected items, a comparison of cleared checks with the accounting record including amount, payee, and sequential check numbers.
3. The Bookkeeper will verify that voided checks, if returned, are appropriately defaced and filed.
4. The Bookkeeper will investigate any checks that are outstanding over six months.
5. The Bookkeeper will attach the completed bank reconciliation to the applicable bank statement, along with all documentation.
6. The reconciliation report will be reviewed, by the Treasurer, approved, dated, and initialed, then forwarded, in a timely manner, to the Executive Director for further review also to be initialed and dated.

XI. Petty Cash Fund

Non-federal petty cash funds are maintained by the organization. The funds are to be used for miscellaneous or unexpected purchases and the same approval procedures apply as mentioned in the cash disbursement section.

1. The petty cash fund will not exceed \$250 and is kept in a locked file cabinet at all times.
2. The petty cash is funded from the excess medical clinic and dental clinic fees used to pay for documentation expense.
3. The Bookkeeper and Program Manager oversee the petty cash fund.
4. All disbursements made from petty cash are acknowledged in writing by the receiving party.
5. All money returned to the petty cash fund is counted and verified by the Program Manager and another staff member. Receipts for items purchased with petty cash must be included with the return and should include appropriate account allocations as well as supervisor approval.
6. The Program Manager and the Bookkeeper together once a month will count the cash in the petty cash fund.
7. The petty cash will be used for office supplies, kitchen supplies, or other building supplies such as garbage bags. Very rarely will it be used for a bus pass, after consulting with the executive director or social services director.
8. No checks will be cashed by the petty cash fund.

XII. Property and Equipment

Property and equipment includes items such as:

1. Office furniture and equipment
2. Computer hardware
3. Computer software
4. Leasehold improvements

It is the organization's policy to capitalize all items which have a unit cost greater than one thousand dollars (\$1,000). Items purchased with a value or cost less than one thousand dollars (\$1,000) will be expensed in the period purchased.

The depreciation period for capitalized assets is as follows:

Computer Hardware	60 months
Office Equipment	60 months
Office Furniture	84 months
Computer Software	12 months
Leasehold improvements	Length of lease

1. A Fixed Asset Log is maintained by the Bookkeeper including date of purchase, asset description, purchase/donation information, cost/fair market value, donor/funding source, identification number, life of asset.
2. The Log will be reviewed by the Treasurer.
3. Annually, a physical inspection and inventory will be taken of all fixed assets and reconciled to the general ledger balances.
4. The Treasurer shall be informed in writing of any change in status or condition of any property or equipment.
5. Depreciation is recorded at least annually. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets. Any impaired assets discovered during the inventory will be written down to their actual value.

XIII. Personnel Records

1. All personnel files contain the following documents: an application and/or resume, date of employment, position and pay rate, authorization of payroll deductions, W-4 withholding authorization, and termination data where applicable, a signed confidentiality agreement, a signed acknowledgement of receipt of Employee Handbook, an emergency contact form, and other forms as deemed appropriate by the Executive Director.
2. All employees will fill out an I-9 form and submit the allowable forms of identification to the Bookkeeper.
3. The completed I-9 forms will be kept in a secure location separate from the personnel files.
4. All personnel files are to be kept in a secure, locked file cabinet and accessed only by authorized personnel.

XIV. Payroll Processing

1. Timesheets are to be prepared by all staff on the approved form and submitted semi-monthly on the 11th and 28th of the month. If the 11th and/or 28th of the month fall on a weekend or holiday, the timesheets are to be submitted the day prior to the weekend or holiday. Exceptions to the submittal date may occur and will be communicated accordingly.
2. Timesheets are to be kept on a daily basis and completed in ink – unless prepared electronically. The time sheets also account for vacation and sick days. This leave time will be distributed through the grants based on the average time worked that week.
3. Any corrections to timesheets are to be made by making a single line through the error and writing in the correction. Correction fluid and/or tape are not allowable.
4. Timesheets are to be signed and dated by the employee and the employee's supervisor for submission to the Executive Director or Designee.
5. Any changes to the standing information of the payroll register from the prior period including addition of new employees, deletion of employees, or changes in base pay rate must be accompanied by an Employment Information Form and signed by the Executive Director before the change can be made.
6. The Bookkeeper will process payroll in a timely manner and record vacation time, holiday hours, sick time, and any other information deemed necessary to properly reflect time worked.
7. QuickBooks will be used by the agency for Payroll transactions. (In Process)
8. Paychecks will be distributed by the Bookkeeper on the 15th and 30th of each month. If the 15th and/or the 30th fall on a weekend or holiday the paychecks will be distributed the day before.
9. If the employee requests that his/her check be turned over to a third party, the request must be made in writing prior to distribution.
10. Employees may choose direct deposit to a designated bank account. Their paycheck is deposited directly into the designated account on the payroll date. The employee will receive a verification stub.
11. The Treasurer will review payroll expenditures and allocations monthly.
12. All quarterly federal and state payroll reports will be prepared and filed appropriately.
13. All W-2 statements are issued to employees prior to January 31st of the following year for the prior calendar year.

XV. End of Month and Fiscal Year-End Close

1. The Treasurer will review and sign off on all month- and year-end journal entries. They will be printed and filed for audit trail purposes. Each month end, the Executive director will review and monitor the bank statements, sign off on each one. The Treasurer will also review those statements and sign off on them as well, as per page 16, items #1 and #6
2. At the end of each month and fiscal year end, the Treasurer will review all balance sheet accounts including verification of the following balances: cash accounts match the bank reconciliations, fixed assets accounts reflect all purchases, write-downs and retirements, accounts receivable and payable accounts match outstanding amounts due and owed.
3. The income and expense accounts review will include reconciliation to amounts received and expended and verification that payroll expenses match the payroll reports including federal and state payroll tax filings.
4. End of Month closing is to include a review by the Treasurer of a profit and loss by class for each major grant. Treasurer will sign off on that review and send a report to the Exec. Director including advice or instruction deemed pertinent. Also, note any funds not disbursed in a timely fashion, in view of the 3 day rule.
5. The Grant Manager will, at the close of the month, complete Match documents for each grant as required, review and attach documentation of the match, as well as review the monthly budget for Match for each grant. The Grant Manager will inform the Exec. Director of any projected shortfall or overage at each month close.
6. Once the final monthly and fiscal year-end financial statements are run, reviewed, and approved by the Treasurer no more entries or adjustments will be made into that month or year's ledgers.
7. At the end of the fiscal year, the Treasurer or outside CPA will prepare the annual Return for Organization Exempt from Income Tax (IRS Form 990). The return will be presented by the Board Finance Committee to the Board of Directors for their review and approval. The Treasurer will then file the return with the Internal Revenue Service by the annual deadline.
8. All other appropriate government filings including those required by the state tax board and attorney general's office will be completed and filed with the appropriate agency.

XVI. Financial Reports

The Treasurer of the Board of Directors will prepare the monthly and annual financial reports. The reports will include: balance sheet, statement of income and expenses, budget versus actual report for each program which has an established budget, a budget versus actual report for the organization, accounts receivable aging, accounts payable register and aging, cash flow projection, and any other requested reports.

Periodic and annual financial reports will be submitted to the Finance Committee and Board of Directors for review and approval.

XVII. Fiscal Policy Statements

1. All cash accounts (except petty cash) owned by River City Ministry will be held in financial institutions which are insured by the FDIC. No bank account will carry a balance over the FDIC insured amount.
2. All capital expenditures which exceed one thousand dollars (\$1,000) will be capitalized.
3. Employee or public personal checks will not be cashed through the petty cash fund.
4. No salary advances will be made under any circumstances.
5. No travel cash advances will be made except under special conditions and pre-approved by the Executive Director.
6. Reimbursements will be paid upon complete expense reporting and approval using the official River City Ministry form. Reimbursements to the Executive Director will be authorized by the Treasurer of the Board.
7. All volunteer specialize services time shall be recorded as in-kind donations.
8. Bank statements will be reconciled monthly. All bank statements will be given unopened to the Executive Director for review.
9. Correction fluid and/or tape will never be used in preparing timesheets or any accounting documents.
10. Accounting and personnel records will be kept in the finance office and kept locked. Only parties with financial and/or HR responsibility will have access to the keys of the finance office.
11. Paper checks are kept in a locked cabinet in the finance office. Online records are password protected.
12. Financial records, supporting documents, statistical records, and all other non-Federal entity records pertinent to a Federal award will be retained for a period of six years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, respectively, as reported to the Federal awarding agency or pass-through entity in the case of a sub recipient. As outlined in 2 CFR 200.333.337.

Furthermore, record storage will be logged, as to the location of the stored records, and the whereabouts of the records will be known and accessed by 2 employees, designated by the Executive Director.

XVIII. Drawdowns

1. Drawdowns are prepared on the 25th and the 5th of each month by the Grant Manager.
2. Drawdowns prepared on the 25th are designated for Leasing. Funds received through this draw down are then transferred to the Grant Account for disbursement. Drawdowns prepared on the 5th are designated to supplement payments made during the previous month for salary, administration, and supportive services
3. Process for reimbursement draw downs on the 5th:
 - a. Case Managers prepare spreadsheet detailing check requests made during the previous month. Case Manager turns in spreadsheet to the Grant Manager for review.
 - b. Bookkeeper provides monthly expenses by grant to Grant Manager
 - c. Grant Manager reviews Quickbook report and Case Manager spreadsheet to ensure all expenses have been accounted for.
 - d. Grant Manager prepares drawdown report with supporting documentation and gives to Executive Director or Designee for approval and submission.
 - e. Executive Director or Designee, returns drawdown to Grant Manager for record keeping in the accounting office once submitted
 - f. Grant Manager provides Bookkeeper with a distribution report on where to distribute the funds based on salary or supportive services
 - g. Grant Manager retains the drawdown and supporting documentation
4. Process for drawdowns on the 25th:
 - a. Case Manager prepares Rent Roll and gives to Bookkeeper.
 - b. Bookkeeper reviews Case Manager Rent Roll and compares to last month's Rent Roll to ensure proper amounts
 - c. Bookkeeper provides Leasing amount to Grant Manager
 - d. Grant Manager submits Drawdown report to Executive or Designee, for review
 - e. Executive Director or Designee, reviews and submits drawdown
 - f. Executive Director, or Designee returns approved drawdown to Grant Manager for retention and record keeping.
5. All funds received through draw downs are transferred by the bookkeeper with prior authorization of the executive director to corresponding accounts within three business days in order to provide for past expenditures or recent expenditures.



Social Services Department

Policy Manual

2014

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d. Smiles

I. Mission Statement: “Opening doors to God by serving the poor”

“River City Ministry (RCM) is a 501(c)3 faith-based service organization whose mission is to serve the inner city of NLR/LR by meeting the spiritual, physical, emotional, community and educational needs of urban residents. We seek to build capacity in individuals and families to improve their own lives and give back to the community. We also seek to build a sense of Christian community back in the heart of the downtown communities.

RCM strives to collaborate with inner city churches, social service agencies, local government, federal programming and all other entities that seek to reach out to individuals and families living in poverty. We do this by consulting on service opportunities, loaning of facilities, facilitating grant funded programming, and collaboration of staff as time and duties allow.

RCM considers its staff its most valuable asset. Furthermore, it believes that a clear understanding of the working agreement between RCM and its employees is the basis for a harmonious and productive environment. This document has been developed to explain, in as specific a manner as possible, what RCM offers to and asks of its staff.

Policies are not set in stone, because conditions and circumstances do change. Suggestions are always welcomed. It is an underlying assumption of this manual that special and unique situations may be resolved through the cooperative effort of all concerned and that each concerned party should strive to utilize conflict resolution principles as outlined in the New Testament of the Bible.”

Adapted from the RCM Employee Handbook dated January 2012

The mission of the Social Services Department (SSD) is centered around the essential mission of the ministry. The standards of behavior for each member of the Social Services Department will be consistent with the standards set forth by the guidance provided by the Board of Directors. The SSD will serve the client through respectful, direct interactions that strive to provide whatever support is needed by the individual. Although specific circumstances will require accountability and consequence for the client, they will be treated with unconditional respect and dignity by the staff. Whether service is delivered through intakes, referrals, case management, or crisis intervention, the standard of care for the individual will be held with the highest regard.

II. Job Descriptions

Intake Coordinator

Walk-in clients, phone screenings, eligibility requirements for each grant, collects client documentation and oversees the application process for the housing programs administered by RCM.

Case Manager

Responsible for specific caseload based on the grant assigned to each case manager. Home visits, interactions with landlords and clients on a regular basis. Seeing clients in caseload on a monthly individual basis and work with them on the goals of the program they case manage under. Provide clients with community resources that push them towards stability. Responsible for tracking, reporting, and monitoring leasing and supportive services expenditures for their assigned grants. Works in connection with grants manager to check and b

Grants Manager

Preparing program budgets and schedules, and amendments to those budgets and schedules; Developing systems for assuring compliance with program requirements; Developing agreements with subrecipients and contractors to carry out program activities; Monitoring program activities for progress and compliance with program requirements; Preparing reports and other documents directly related to the program for submission to HUD; Coordinating the resolution of audit and monitoring findings; Evaluating program results against stated objectives; Preparing and completing environmental reviews; and Attend community meetings and foster community relationships.

Social Services Manager

Oversees administration of grants, and social services operations as well as mental health assessments for referrals for mental health services to see psychiatrist. Serves as the social worker "on call" to see walk in clients, deal with difficult situations, and provide agency support.

Social Services Director

Oversees best clinical practice of grant and staffing clients and the social services department. Works on procurement and securement of funds not only for the SSD but for the agency as well.

III. Client Service Standards

A. Walk-ins

In accordance with the mission of the ministry, the SSD will strive to meet the immediate needs of the client through brief assessments, referrals, or crisis intervention. Each staff will keep a log of each person served to report to Social Services Manager on a monthly basis. Staff should refer to Social Services Manager for any issues that require clinical assessment.

B. Intake& Case Management

The specific intake and case management procedure will be dependent on the specific program in which the client is applying. Refer to each grant policy for specific procedures. For individuals seen as “walk-ins,” the case management will depend on the individual needs of the client and can be referred out if necessary. Regardless of services requested, each client interaction should be documented. The interaction will be reflected through a RHAAP case note format and will record the exact contact that took place between staff and client. These numbers will be calculated monthly and reported to the Social Services Manager.

C. Church Referrals

The social services manager handles all church referrals, and will provide appropriate resources based on need.

D. Day Shelter Client Termination

The guidelines for termination are outlined in the RCM Behavioral Expectations and are as follows:

- *No aggressive behavior allowed. This includes, but is not limited to, cursing, yelling, threats, physical contact (pushing, hitting, throwing items, etc).*
- *No sexually inappropriate behavior. Please dress modestly and do not use explicit language or gestures.*
- *Alcohol, drugs, and weapons are not allowed on River City Ministry property.*

- *No stealing. Ensure that you have permission from authorized River City Ministry staff before taking property from River City Ministry.*

Any person who is physically or verbally aggressive, caught stealing, or in violation of the alcohol, drugs and weapons policy will be asked to leave the property immediately. Other rule violations will warrant verbal warning by staff, and you will be asked to leave after the next violation. Refusal to leave or further violence will result in contacting the police.

If you are asked to leave, all services from River City Ministry will be suspended for 30 days. If at any time, after the 30 day period, you are interested in resuming services, you must meet with staff to make application to determine if/when services will resume. Application will consist of explaining why you were suspended, what will be different, and what services you are seeking. A multi-disciplinary team of RCM staff will meet on the following Monday to review all requests. Clients may check on the first Tuesday after submitting an application to obtain a plan for readmission. Such plans may include an extended period of suspension, limiting services, meetings with assigned staff, probation, etc. River City Ministry reserves the right to deny services based on real or perceived threats to the safety or wellbeing of its patrons.

If a client is enrolled in a program managed by the SSD, they will be informed in writing of the specific termination policy concurrent with the program.

E. Client Grievance

If a client wishes to file a complaint with the Social Service Department, they shall be referred to the Social Services Director. Program participants enrolled in any RCM housing program are provided the RCM Grievance Policy upon start of service.

IV. Staff Retention and Development

A. Vacation and Sick Days

The SSD will follow the policies provided by the Board of Directors in the River City Ministry Handbook which outlines the exact amount of vacation and sick days that are permissible to staff. When requesting vacation time, staff should refer to the SSD Calendar located in the Social Service Director's office in order to request approval. Due to the mission of the SSD, it is crucial to have at least two direct care members of the SSD to be present during business hours. If there are days that have been requested by two staff members, the day is unavailable to request off. Once vacation days are requested, the Social Service Director will be notified via email. Whenever possible, provide notice of vacation time two weeks prior to the date requested.

Sick days will be communicated via text or telephone call to the staff's direct supervisor.

*It is also important to schedule appointments and meetings in the afternoons in order to best perform the mission of the Social Services Department.

B. Training and Supervision

SSD will meet for a weekly staffing to discuss clients, policy changes, and specific program questions. In addition, each staff will meet weekly with their supervisor to review cases, discuss issues, and receive support. Training opportunities in the community will also be presented to the staff on a regular basis. It is the goal of RCM Social Services Department to be current in best practice policies and to continually provide educational opportunities the staff. In addition, each staff shall present a copy of their professional license to their direct supervisor.

As part of the fringe benefit package for the social services department, RCM may provide funding for continuing education trainings/conferences that contribute to maintaining professional licensure.

C. Ethics and Disciplinary Actions

Each staff must adhere to the ethical code that governs their licensure board. If a staff member does not hold a current license, he/she must refer to the National Association of Social Workers Code of Ethics.

As an overview, the values exhibited by the social work board include:

- Service
- Social Justice
- Dignity and Worth of the Person
- Importance of Human Relationships
- Integrity
- Competence

If at any time a staff member violates the mission of the ministry or the ethical code, a verbal warning will take place between the staff and supervisor. If the behavior continues, the staff will receive a written review outlining a specific action plan to remedy the situation. Upon further violation, the staff will be eligible for termination. Depending on the degree of seriousness, an ethical violation could result in immediate termination.

V. Program Eligibility Policy

A. HUD COC Housing Grants

The SSD operates four Permanent Supportive Housing programs (PSH) that are HUD funded. In accordance with the HUD housing first policy, program access and eligibility are based on HUDs belief that everyone can achieve stability in permanent housing directly from homelessness regardless of their sobriety or use of substances, completion of treatment, and participation in services or in other words “housing readiness”. The SSD also accepts clients regardless of credit/financial history, rental history, or criminal history and accepts referrals from shelters, outreach, drop-in centers and other community providers. **Please Note:** If at anytime in the housing process SSD believes someone to be a danger to self or others in accordance with the National Association of Social Workers Code of Ethics, an appropriate referral will be made for the well-being of the client and those in contact.

All applicants must show proof of Category 1 or Category 4 homelessness to show eligibility for the program and provide proof of disability from a doctor. The first phase of the application process will include initial phone screening, gathering of information, and verification of program eligibility. Once eligibility has been established, an appointment will be set to complete the application. The next step in the process includes gathering rental history and/or character references to help determine the appropriateness of the candidate for this type of program. Once approved, applicant will complete final paperwork and begin looking for suitable housing. When they have been approved by a landlord, an inspection will be completed. If it's a passing inspection, a close date will be set.

Case Managers complete monthly home visits that are focused on program goal progress. The RCM housing goals are client-determined and based on the HUD housing goals.

B. Emergency Solutions Grant

a. Emergency Solutions Grant-Rapid Re-housing

All applicants must show proof of Category 1 or Category 4 homelessness to show eligibility for the program. The application process will include initial phone screening, assessment interview, completion of a stabilization plan, and housing follow-up, inspection, approval and move-in, monthly follow-up and rent payment, closing assessment, and further assistance as needed. For further details of the process, please refer to the Flow of Program in this section.

C. CAW Water Bill Program

River City Ministry (RCM) partners with Central Arkansas Water (CAW) that facilitates water bill assistance to North Little Rock residents. CAW provides the funds the RCM uses to provide the assistance. Assistance is based on a lottery call system where those interested in assistance call on Wednesday mornings at 8:30am to get on the list for assessment. Currently the program takes 8 people per week to assess for assistance. When it is determined that the client meets eligibility

requirements for the program, their situation is staffed and the amount of assistance (if any) will be determined. Once the client brings in all necessary paperwork for assistance, RCM calls CAW and makes a pledge to pay on the specific account. At the end of each month, RCM submits one check that accounts for all those assisted in the month. The water bill and account information must be in the name of the person requesting assistance and all information given must be valid. After someone has been assisted, they do not qualify for another 18 months.