



September 4, 2019

Jackson County Board of Commissioners
401 Grindstaff Road
Sylva, NC 28779

Re: Homeless Services

Dear Commissioners:

Thank you for the opportunity to work with you to meet the needs of homeless individuals in Jackson County.

Please accept my apology for not being able to attend this meeting in person; I will be out of town until September 19. Marilyn Chamberlin, Board President, and Destri Leger, Housing Case Manager, will be in attendance to represent HERE in Jackson County and to answer any questions you may have.

At this time, HERE formally requests your support in administering both a cold weather shelter and homeless case management services geared toward securing permanent housing, along with needed auxiliary services such as drug treatment, health care, financial management, employment assistance, and transportation.

Included in the package of documents from HERE are the following:

- HERE Operating Budget for FY 19-20
- Itemized breakout of HERE start-up expenses for 09/19
- HERE financial policies approved by our Board of Directors on 8/23/19

It's an honor to work with you and other community partners to address the needs of homeless individuals and families in Jackson County. Thank you again for this opportunity to engage in this important work.

Sincerely,

A handwritten signature in blue ink that reads "Robert B. Cochran".

Robert Cochran
Program Director
828-278-7433
robert@hereinjacksoncounty.org

Travel (staff)	\$232.00	\$232.00	\$698.00	\$348.00	\$348.00	\$348.00	\$348.00	\$466.00	\$1,648.00	\$232.00	\$4,900.00
Transportation (recipient)	\$100.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$2,080.00
Communication (telephone and comp)	\$210.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$1,200.00
Postage	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$300.00
Utilities	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,000.00
Printing & Binding	\$25.00		\$25.00		\$25.00		\$25.00			\$225.00	\$325.00
Repair & Maintenance											\$0.00
Computer Services (Accting, Payroll, e)	\$49.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$229.00
Employee Training									\$200.00		\$200.00
Advertising											\$0.00
Healthcare needs for clients	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,000.00
Client services/needs	\$150.00	\$150.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$150.00	\$150.00	\$150.00	\$1,750.00
Hotel Costs			\$24,452.00	\$25,267.00	\$25,267.00	\$23,637.00	\$25,267.00				\$123,890.00
Accounting services	\$178.50	\$105.25	\$105.25	\$105.25	\$105.25	\$105.25	\$105.25	\$105.25	\$105.25	\$405.25	\$1,425.75
Storage rental	\$450.00	\$0.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$1,050.00
Rent	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Equipment Rental (Phone, Computer, etc.)											\$0.00
Dues and Subscriptions											\$0.00
Insurance and Bonds	\$2,700.00										\$2,700.00
											\$0.00
Total Recurring Operational Expenses	\$4,192.50	\$1,167.25	\$26,235.25	\$26,675.25	\$26,700.25	\$25,045.25	\$26,700.25	\$1,476.25	\$2,858.25	\$1,767.25	\$143,049.75
											\$0.00
Capital Outlay											\$0.00
Office Furniture											\$0.00
Computer Equipment	\$900.00										\$900.00
Vehicles											\$0.00
Books (Library Reference Materials)											\$0.00
Other ()											\$0.00
											\$0.00
Total Capital Outlay											\$0.00
											\$900.00
Administrative or Indirect Costs (10%)											
Total Budget	\$9,910.01	\$9,667.31	\$34,735.31	\$35,175.31	\$35,200.31	\$33,545.31	\$35,200.31	\$9,976.31	\$15,523.35	\$10,267.31	\$229,252.84

HERE Itemized List of Initial Expenses				
Expense			Amount	Explanation
Salaries				
	Program Director		\$2,076.48	96 hours
	Housing Case Manager		\$3,076.80	160 hours
	FICA (\$158.85 + \$235.38)		\$394.23	
	TOTAL		\$5,547.51	
Insurance				
	Board/Workers Comp		\$2,700	Based on Stanberry Insurance quote
	TOTAL		\$2,700.00	
Communications				
	Internet & Phone		\$319	installation and 1st month internet, router
	Share Drive		\$20	file server, email server, domain registry
	Software		\$450	Microsoft Office Purchase (\$149.99 x 3)
	TOTAL		\$789	
Supplies				
	Printer		\$600	Printer/Scanner/Copier
	Technology		\$400	Staff Computers
	Office Supplies		\$200	General office & janitorial supplies
	TOTAL		\$1,200	
Contracted Services				
	Accountant		\$582	September services, \$25 for first quarter, initial checks purchase
	Storage Unit Rental		\$450	4 months arrears & 2 months payment
	Utilities		\$200	
	TOTAL		\$1,232	
	INITIAL EXPENSES			
	TOTAL		\$11,468	

FINANCIAL MANAGEMENT POLICY

The purpose of financial management at HERE in Jackson County is to fulfill the organization's mission in the most effective and efficient manner and to remain accountable to stakeholders, including clients, funders, employees, and the community. In order to accomplish this, HERE commits to provide accurate and complete financial data for internal and external use by the Program Director, the Board of Directors, and Grantors.

This document shall be reviewed annually by HERE's Finance Committee and amended as needed with approval of the Board of Directors.

BUDGET

In order to ensure that planned activities minimize the risk of financial jeopardy and are consistent with strategic Board-approved priorities and annual/long-range organizational goals, the Finance Committee shall:

- i) meet as needed in collaboration with the Program Director to review and develop the annual budget;
- ii) submit the budget to the board in a timely fashion so that it may be processed and approved before the end of the fiscal year;
- iii) use reasonable assumptions and projection data with a general goal of achieving an unrestricted surplus; and
- iv) the budget may be amended to accommodate for strategic plans and changes in the organization's financial status as determined collaboratively by the Finance Committee and Program Director. Any budget amendments shall be submitted to the Board for approval in a timely fashion.

AUTHORITY

The Board of Directors is responsible for oversight of all financial activities of the organization.

The Treasurer is authorized to act on behalf of the Board regarding financial matters when action is required in advance of a meeting of the Board of Directors.

The Program Director is responsible for the day-to-day financial management of the organization. The Board authorizes the Program Director to hire and supervise staff, pay bills, receive funds and maintain bank accounts.

All checks, disbursements or requisition for funds of HERE shall be signed by the Treasurer and Program Director. Should either party be unavailable to sign, the Board President, Vice President, or Secretary are authorized to provide check signatures. Additionally, any agreement that binds HERE to a contract must be signed by the Program Director and Board President. Should either party be unavailable to sign, the Vice President and Treasurer are authorized to provide contract signatures.

The Program Director is authorized to manage expenses within the parameters of the overall approved budget, reporting to HERE's Finance Committee on variances and the reason for these variances.

The Board of Directors must approve in advance through a majority vote, a quorum having been constituted, any use of the designated cash reserve and/or the line of credit. In the event that money is needed from either of these sources before the board meets, the Program Director along with either the Board President or the Treasurer may approve an advance from the line of credit or a disbursement from the cash reserve fund.

All funds of the corporation not otherwise employed shall be deposited to the credit of the corporation in such depositories as the Board may designate.

RESPONSIBILITIES

The Program Director shall:

- i) account for donor and grant restricted funds separately from general operating funds and clearly define the restrictions applicable to these funds;
- ii) with the Treasurer of the Board, report the financial results of HERE's operations to the Board on a monthly basis. The Treasurer will confirm that the monthly bank statements (loan, investment, and banking accounts) are reconciled with expenses each month in a timely manner;
- iii) pay all obligations and file required reports in a timely manner;
- iv) make no purchases or contractual obligations, including but not limited to bank loans, corporate credit cards, real estate lease, or any purchases over \$500 without specific approval of the Board;
- v) record fixed assets with a purchase price of \$500 and above in accounting records as capital assets; and
- vi) obtain competitive bids for items or services costing in excess of \$5,000 and above.

The Board of Directors shall:

- i) review monthly financial statements as part of the monthly board meeting including:
 - YTD income and expenses activity compared to budget

- Cash flow data, including government grant activity.
 - Properly documented disbursements that require Treasurer or Board approval;
- ii) participate in trainings provided to enable each member to fulfill their financial oversight role; and
- iii) hold Finance Committee meetings quarterly.

FINANCIAL REPORTS

The Program Director shall present financial reports to the Board of Directors on a monthly basis.

The fiscal year shall begin July 1 and shall end June 30th. A complete audit will be conducted on the financial status annually.

RECEIPT OF FUNDS

All funds, whether cash, check or other, which the organization receives will be deposited intact into the organization's bank account, with no monies removed to make payments or for other purposes. All physical fund receipts should be deposited into the bank within two (2) business days of receipt.

Electronically received funds through online vendors (i.e. PayPal, Facebook, Venmo) shall be deposited into the organization's bank account on a monthly basis or once funds available exceed \$100.

DISBURSEMENT OF FUNDS

All purchases made on behalf of the organization must be made pursuant to the Board-approved budget and Board rules. Purchases above \$15.00, whether made by check, debit card or petty cash, shall be approved by the Program Director prior to purchase. Receipts for purchase must be submitted to the Program Director within one (1) business day of purchase.

The petty cash fund should only be used when payment by check or use of company card is impractical. Checks written for petty cash must not exceed \$200.

CHARGING CREDIT PURCHASES

Any purchases made to these accounts by authorized staff or board members must first be approved by the PD and must be approved within the parameters of the approved budget.

FINANCIAL TRANSACTIONS WITH INSIDERS

Expenses incurred on behalf of the organization may be reimbursed or advanced. No other advances of funds to employees, officers, or directors are authorized.

In no case shall HERE borrow funds from any employee, officer, or director of the organization without specific authorization from the Board of Directors.

GIFT ACCEPTANCE

HERE may solicit and receive revenue from any source as may be provided by law including but not limited to donations, gifts, and grants from private and public foundations and governmental units so long as such revenue is used only to effectuate the purpose of the organization. HERE shall accept contributions of goods and services other than cash that are related to the programs and operations. All decisions to solicit and/or accept potentially controversial gifts will be made by the Board President in consultation with the Program Director. The primary consideration will be the impact of the gift on the organization.

ASSET PROTECTION

Insurance, investments, and liability to be developed with Board.