



**DESERT HEALTHCARE DISTRICT
STRATEGIC PLANNING COMMITTEE MEETING
January 14, 2020
4:30 P.M.**

Jerry Stergios Building, 2nd floor
Arthur H. "Red" Motley Boardroom
1140 N. Indian Canyon Drive, Palm Springs, California 92262

This meeting is handicapped-accessible

<i>Page(s)</i>	AGENDA	<i>Item Type</i>
	I. Call to Order – President Les Zendle, MD, Committee Chair	
	II. Approval of Agenda	Action
	III. Approval of Meeting Minutes 1. Meeting Minutes – October 17, 2019	Action
	IV. Public Comments At this time, comments from the audience may be made on items <u>not</u> listed on the agenda that are of public interest and within the subject-matter jurisdiction of the District. The Committee has a policy of limiting speakers to not more than three minutes. The Committee cannot take action on items not listed on the agenda. Public input may be offered on an agenda item when it comes up for discussion and/or action	
	V. New Business 1. Consideration to approve the selection of Health Assessment & Research for Communities (HARC) as the contractor to implement all phases of the Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) – NTE \$300,000	Action
	VI. Old Business	
	VII. Adjournment	



**DESERT HEALTHCARE DISTRICT
STRATEGIC PLANNING COMMITTEE
MEETING MINUTES
October 17, 2019**

Directors Present	District Staff Present	Absent
President/Chair Les Zendle, MD Director Karen Borja Director Arthur Shorr	Conrado E Bárzaga, MD, CEO Chris Christensen, CFO Donna Craig, Senior Program Officer Meghan Kane, Community Health Analyst Andrea S. Hayles, Clerk to the Board	

AGENDA ITEMS	DISCUSSION	ACTION
I. Call to Order	Chair Zendle called the meeting to order at 11:00 a.m.	
II. Approval of Agenda	Chair Zendle asked for a motion to approve the Agenda.	It was moved by Director Shorr and seconded by Director Borja to approve the agenda. Motion passed unanimously.
III. Public Comment	There was no public comment.	
IV. New Business 1. Community Needs Assessment RFP – NTE \$300,000	Conrado E. Bárzaga, MD, CEO, explained the details of the prior meeting, and the feedback from the committee to revise the assessment and separate the process into two phases to assess the feasibility and the second phase to include the completion of the work. Dr. Bárzaga , CEO, detailed his presentation describing the reasons for the community health needs assessment that includes the District’s LAFCO application Plan of Services illustrating a needs assessment after the voter-approved expansion, the new District is much larger, and the importance of understanding	



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	<p>the priorities of the Coachella Valley.</p> <p>Dr. Bárzaga explained the goals of the assessment and the nine-step toolkit. Phase One includes three steps – to reflect and strategize, identify and engage stakeholders, and to define the community. Phase Two includes six steps – collect and analyze data, prioritize community health issues, document and communicate results, plan implementation strategies, implement strategies, and evaluate progress.</p> <p>Dr. Bárzaga explained his meetings with Riverside County Health Systems and their data processes and sources that will be shared with the District, further describing an upcoming meeting with IEHP and Kaiser, and describing past meetings with Borrego Health and Desert Regional Medical Center that supports the assessment and agreed to provide some type of financial support.</p> <p>Director Shorr inquired if the data would incorporate undocumented families and if the data would also include 2020 Census statistics.</p> <p>Dr. Bárzaga explained that the assessment will examine undocumented families, and the census is lengthy, complex,</p>	
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	<p>and will not commence until April 2020.</p> <p>Dr. Zendle explained that as data becomes available, staff will present strategies to the Strategic Planning Committee; however, the assessment will lead to the Strategic Planning process of the District.</p> <p>President Zendle motioned for the committee to accept the assessment with a timeline.</p>	<p>It was moved by Director Shorr and seconded by Director Borja to approve the Community Needs Assessment RFP NTE - \$300,000 with a timeline. Motion passed unanimously.</p>
<p>V. Adjournment</p>	<p>Chair Zendle adjourned the meeting at 11:19 a.m.</p>	<p>Audio recording available on the website at https://www.dhcd.org/Agendas-and-Documents</p>

ATTEST: _____
 Les Zendle, MD, Chair/President, Strategic Planning Committee
 Desert Healthcare District Board of Directors

Minutes respectfully submitted by Andrea S. Hayles, Clerk of the Board



DESERT HEALTHCARE
DISTRICT & FOUNDATION

Date: January 14, 2020
To: Strategic Planning Committee
Subject: Community Health Needs Assessment and Health Improvement Plan (CHNA/CHIP)

Recommendation:

Consideration to authorize the CEO to execute a contract with Health Assessment & Research for Communities, Inc. (HARC) to conduct the Desert Healthcare District's Community Health Needs Assessment and Health Improvement Plan.

Background:

- On October 28, 2019 the CHNA/CHIP request for proposals was released.
- Eight proposals from various national, state, and regional organizations were received by the deadline of December 5, 2019.
- During the November 26, 2019 Board meeting, the District's Board of Directors approved contracting with external reviewers to score the received proposals for transparency and impartial reviewing.

Information:

- Following the attached scoring criteria template, all eight proposals were scored by two external reviewers and one internal reviewer.
- HARC received the highest average score (see chart).
- Based on HARC's proposal score, District staff conducted a site visit with HARC's staff. Please see attached for HARC's preliminary proposal.
- Staff will work with HARC to refine the Scope of Work and redefine a timeline for project deliverables.

Fiscal Impact:

- Not to exceed \$300,000, not included in the current FY 19/20 budget.



DESERT HEALTHCARE
DISTRICT & FOUNDATION

COACHELLA VALLEY COMMUNITY HEALTH NEEDS ASSESSMENT AND HEALTH IMPROVEMENT PLAN
 REQUEST FOR PROPOSALS #20191002
 Proposal Review Total Scores

Applicants	Reviewer 1	Reviewer 2	Reviewer 3	Average Score
<i>Moss Adams, LLP</i>	41	34	39.5	38.2
<i>EvalCorp</i>	44	47.5	45	45.5
<i>Health Assessment and Research for Communities</i>	49	49	47.5	48.5
<i>Community Health Councils</i>	32	43.5	37	37.5
<i>Tripp Umbach</i>	30	31	40	33.7
<i>Strategy Solutions, Inc.</i>	40	32	48.5	40.2
<i>Crescendo Consulting Group</i>	40	34.5	45	39.8
<i>USC Price Center for Social Innovation and Harder + Company Community Research</i>	47	42.75	43	44.3



DESERT HEALTHCARE
DISTRICT & FOUNDATION

COACHELLA VALLEY COMMUNITY HEALTH NEEDS ASSESSMENT AND HEALTH IMPROVEMENT PLAN
 REQUEST FOR PROPOSAL
 Proposal Review Tool

Proposal: _____
 Date: _____

Reviewer: _____

Criteria	Lacking Response (0 points)	Weak Response (1 point)	Satisfactory Response (2 points)	Points Awarded	Weighted Answer	Weighted Score
Experience						
Demonstrates experience in performing comparable work (i.e., Community Health Needs Assessments, Health Improvement Plans, etc.)	No response OR no experience in performing comparable work	Limited experience in performing comparable work	Extensive experience in performing comparable		Multiple awarded points by 3	
Provides 3 references who can speak to applicants experience in conducting projects of similar scope	No references provided OR references provided negative applicant feedback	References provided both negative and positive applicant feedback	References provided positive applicant feedback		Multiple awarded points by 1	
Experience Criteria Subtotal						
Knowledge						
Demonstrates ability to conduct qualitative and quantitative data collection and analysis	Does not demonstrate ability to conduct qualitative and	Demonstrates limited ability to conduct qualitative and quantitative data	Demonstrates extensive ability to conduct qualitative and quantitative data		Multiple awarded points by 3	

	quantitative data collection and analysis	collection and analysis	collection and analysis			
Demonstrates ability to coordinate a resident-engage process and approach to the project	No response OR no plans for conducting a resident-engaged process	Incomplete plans for conducting a resident-engaged process and applicant demonstrates limited knowledge of possible ways to engage residents	Plans for conducting a resident-engaged process are provided and are appropriate and complete. Demonstrates extensive knowledge of ways to engage residents		Multiple awarded points by 3	
Demonstrates understanding of how the Healthy People 2020 framework to assessing social determinants of health will be integrated in the project	No response OR no understanding of how the Healthy People 2020 framework to addressing social determinants of health will be integrated in the project	Limited understanding of how the Healthy People 2020 framework to addressing social determinants of health will be integrated in the project	Extensive understanding of how the Healthy People 2020 framework to addressing social determinants of health will be integrated in the project		Multiple awarded points by 1	
Knowledge Criteria Subtotal						
Skills						
Demonstrates capacity and infrastructure to conduct project (i.e., qualified staffing, leadership, and management)	No response OR does not demonstrate capacity for Project implementation and management	Demonstrates limited capacity for Project implementation and management	Demonstrates extensive capacity for Project implementation and management		Multiple awarded points by 2	
Skills Criteria Subtotal						
Scope of Work						
Scope of work incorporates the nine-step guide methodology from the Association for Community Health Improvement's Community Health	Applicant does not incorporate the nine-step guide or similar methodology to	Applicant partially incorporates the nine-step guide or similar methodology to meet project deliverables	Applicant fully incorporates nine-step guide or similar methodology to meet project deliverables		Multiple awarded points by 2	

Assessment Toolkit or similar methodology	meet project deliverables					
Scope of work outlines activities and tasks related to project deliverables	Applicant fails to indicate the activities and subtasks leading to the fulfillment of the deliverables	Applicant indicates the activities and subtasks leading to the fulfillment of the deliverables but fails to include details (i.e., benchmarks or milestones, etc.)	Applicant indicates the activities and subtasks leading to the fulfillment of the deliverables and provides details (i.e., benchmarks or milestones, etc.)		Multiple awarded points by 1	
Scope of work highlights processes to ensure collaboration with varied stakeholders (I.E., residents, service providers, CBOs, etc.)	Applicant fails to indicate a detailed process to ensure collaboration with stakeholders	Applicant indicates a process to ensure collaboration with stakeholders but fails to provide details	Applicant indicates a process to ensure collaboration with stakeholders and provides details		Multiple awarded points by 2	
Scope of work staff assignment	Applicant fails to indicate staff, consultants and/or subcontractors responsible for the respective activity or subtask	Applicant indicates staff assignments but fails to provide details (i.e., consultants and/or subcontractors responsible for the respective activity or subtask)	Applicant indicates staff assignments and provides details (i.e., consultants and/or subcontractors responsible for the respective activity or subtask)		Multiple awarded points by 1	
Scope of work timeline	No timeline is provided	A timeline is provided but applicant fails to provide details (i.e., start and end times to deliverables, activities, subtasks, etc.)	A timeline is provided, and applicant provides details (i.e., start and end times to deliverables, activities, subtasks, etc.)		Multiple awarded points by 1	
Scope of Work Criteria Subtotal						
Budget						
Direct costs are outlined in the budget	Incomplete costs (total sum indicated but no	Completed costs but is unreasonable and/ or lacks justification	Reasonable costs with clear justifications		Multiple awarded points by 1	

	line item breakdown)					
Indirect costs are outlined in the budget	Incomplete costs (total sum indicated but no line item breakdown)	Completed costs but is unreasonable and/ or lacks justification	Reasonable costs with clear justifications		Multiple awarded points by 1	
Demonstrates a financial history that shows a continuous cycle of fiduciary responsibility and sustainability	Applicant does not demonstrate a financial history that shows a continuous cycle of fiduciary responsibility and sustainability	Applicant partially demonstrates a financial history that shows a continuous cycle of fiduciary responsibility and sustainability	Applicant strongly demonstrates a financial history that shows a continuous cycle of fiduciary responsibility and sustainability		Multiple awarded points by 2	
Budget Criteria Subtotal						
Other						
Applicant was compliant with administrative submission guidelines of the request for proposal (I.E., format, due dates, etc.)	Applicant did not comply with any submission guidelines	Applicant partially complied with submission guidelines	Applicant fully complied with submission guidelines		Multiple awarded points by 1	
Other Criteria Subtotal						

Score Summary Sheet:

1. Experience Criteria: _____
2. Knowledge Criteria: _____
3. Skills Criteria: _____
4. Scope of Work Criteria: _____
5. Budget Criteria: _____
6. Other Criteria: _____

Total Score: _____/50

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CHIEF EXECUTIVE OFFICER

Jenna LeComte-Hinely, PhD

December 4th, 2019

Desert Healthcare District and Foundation
1140 N Indian Canyon Dr, Palm Springs, CA 92262

Proposal in response to RFP #20191002

Dear Desert Healthcare District/Foundation,

On behalf of HARC, Inc. (Health Assessment and Research for Communities), I would like to formally submit a bid to perform a community health needs assessment in response to RFP #20191002 issued on October 28th, 2019.

I applaud DHCD/F's initiative in conducting this CHNA; it is so critically important to have an evidence base when striving to impact community-level wellness. I strongly believe that HARC is the ideal partner to conduct this CHNA, due to our experience in Coachella Valley health research, CHNAs, community engagement, and measurement/evaluation design.

I am confident we can work together to produce a high-quality final product that will communicate the needs of the Coachella Valley, aid in allocating resources, and facilitating future decision-making and monitoring.

As requested in the RFP, following this page you will find information pertaining to HARC's overview, expertise, staff, references, work examples, methods to scope of work, work plan and timeline, and budget.

Should you have any questions or concerns, please do not hesitate to contact me at jlecomte-hinely@HARCdata.org. I look forward to hearing from you soon, and I wish you the best of luck in your search.

Sincerely,



Jenna LeComte-Hinely, PhD
Chief Executive Officer

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Introduction

HARC is thrilled to have the opportunity to play a role in DHCD/F's first CHNA. We applaud this movement towards creating an evidence-based strategic plan that will help DHCD/F promote equitable access to health resources and health outcomes in our community. We believe we are the ideal organization to conduct this key baseline CHNA because:

1. **Healthy People 2020:** We have a long familiarity with the Healthy People 2020 social determinants of health (SDOH) framework, having used it for years on many projects.
2. **CHNA Experience:** We have extensive experience in conducting CHNAs, following the same procedures from the Community Health Assessment Toolkit.
3. **Research Skills:** Our researchers have advanced degrees and years of experience in both quantitative and qualitative data collection and analysis, and a great familiarity of secondary Coachella Valley-specific data sources.
4. **Community Engagement:** Our extensive community engagement experience will help us to actively engage our diverse community in this project. To further enrich community engagement on this CHNA, we are partnering with Communities for a New California Education Fund (CNCEF), another nonprofit, and plan to develop an Advisory Council.
5. **Local Passion:** We live and work within DHCD/F boundaries, as do our partners CNCEF. Our own futures are tied to the future of the Coachella Valley, and as such, we are honored to be considered for this work.

General

HARC, Inc. is a nonprofit that advances quality of life by helping community leaders use objective research and analysis to turn data into action. Prior to HARC's formation, local service providers lacked baseline data, and struggled to measure health disparities, inequities, health behaviors and trends. In 2006, HARC was formed under the umbrella of the DHCD/F to fill this gap and provide representative Coachella Valley-specific data.

For the past decade, HARC researchers have worked with dozens of health and human service agencies to conduct a variety of projects, including CHNAs, program evaluations, surveys, focus group facilitations, and much more. HARC's expertise is in the SDOH, and as such, our projects have spanned the gamut from literacy to homelessness to access to care and beyond.

Expertise

HARC has a staff of dedicated researchers who are not only highly educated and experienced in research, but also experts in community engagement in our region. This combination of PhD-level research training and community embeddedness is what makes us ideal for this project.

Capacity and Infrastructure

This project requires a great deal of work to be completed in a relatively short amount of time. HARC has four researchers on staff who will all be contributing to the project, as well as two former HARC staff who will be supporting the project as contractors. HARC will also be partnering with CNCEF to ensure deep community engagement on the project. All told, we plan to commit nearly 4,000 hours of work to the project over the nine months (2,340 from HARC staff, 720 from HARC contractors, and 924 from CNCEF staff). HARC will be the lead on the project, and will work closely with our two contractors, our partner CNCEF, and DHCD/F.

Knowledge and Skills

HARC’s researchers have extensive experience designing and implementing community engagement, collecting and analyzing qualitative and quantitative data, and writing reports that are understandable and digestible. Staff CVs are presented in Appendix A.

HARC’s Coachella Valley Community Health Survey. Our flagship project is the Coachella Valley Community Health Survey, primarily funded by DHCD/F. HARC conducts this survey every three years to monitor health indicators. We are currently in the fifth iteration. The survey content is community-driven and includes variables that measure each of the five SDOH identified in the Healthy People 2020 framework. The methods ensure it is representative of our diverse population. HARC provides this data back to the community free of charge. Because of this service, we are seen as a trusted resource among local health and human service agencies; we have strong connections with more than 100 local organizations and can leverage these connections for this project. See Appendix B for five letters of support from these organizations.

HARC’s CHNA and CHIP Experience. HARC has conducted CHNAs for many organizations, including Kaiser Permanente, Betty Ford Center, Southwest Riverside County Cancer Care Task Force, Eisenhower Health, and more. See page 3, “Work Samples”, for a link to many of our finished deliverables, including CHNA reports and community engagement reports.

HARC’s Community Engagement Experience. All of HARC’s work—not just our CHNA work—is based on the principles of community collaboration. For this project, we plan to complement the Community Health Assessment Toolkit methodology by using the principles of deliberative public involvement, a strategy proven to be useful in eliciting informed and consensual views in setting health priorities. We will also be working with CNCEF and using an Advisory Council to guide our community engagement work.

CNCEF’s Experience. CNCEF promotes economic prosperity and community health for residents in the rural areas of California. CNCEF was founded in 2011 as a nonprofit 501(c)3 human rights organization that specializes in resident-driven community engagement. CNCEF canvassers are bilingual residents from the very communities they canvass. CNCEF conducts many projects similar to the proposed project such as prior outreach for HARC, the 2020 Census and monthly door-to-door canvassing in Indio and Coachella, speaking to community residents about what’s most important to them, what changes they would like to see in their communities, and how they can become engaged. See Appendix C for more about CNCEF.

Financial Stability

HARC is financially stable, ending each fiscal year with an increase in net assets for the past seven years. Over these same seven years, HARC has grown from a staff of three to a staff of five. Each year we have obtained a clean audit, the highest standard possible. A general measure of financial stability is when organizations have liquid assets sufficient to cover three to six months of operating expenses; HARC currently has about five months’ worth in the bank.

Key Staff

HARC has four researchers on staff, all of whom will work on this project:

- Jenna LeComte-Hinely, PhD, Chief Executive Officer (primary contact)
- Cassandra Leier, PhD, Director of Research and Evaluation
- Chris Morin, MS, Research and Evaluation Associate
- Gerardo Quintana, Jr., BA, Research Assistant

The four researchers will be supported on this project by Ms. Theresa Sama, Administrative Manager, who will handle contracts, billing, scheduling, copying, printing, etc. Four of the five HARC staff members live in the District, in four different zones, and can bring their lived experience to add to their research skills. See Appendix A for curricula vitae of staff.

To supplement HARC staff's work, HARC is also bringing on board two additional part-time contract researchers: Ivy Torres and Teresa Alvarez. Both are former full-time HARC staff, Coachella Valley natives, bilingual in Spanish and English, have obtained master's degrees, and have multiple years of research experience and community engagement. See Appendix D for their CVs.

As mentioned previously, HARC will also be partnering with CNCEF on this project. CNCEF has conducted excellent community engagement work for HARC in the past, reaching difficult-to-sample populations throughout the Coachella Valley. CNCEF staff will be led by Anna Lisa Vargas, the Coachella Valley coordinator. Please see Appendix C for a CNCEF description and resumes.

References

HARC's references are from 3 prior CHNA clients: Cecilia Arias, Kaiser Permanente; Dr. Christopher Yadron, Betty Ford Center; and Erica Russo, City of Temecula. See Appendix E for their contact info.

Work Examples

Please see the link below for examples of HARC's work in conducting CHNAs similar to the one desired by DHCD/F. The link includes reports conducted for three clients: Kaiser Permanente, Betty Ford Center, and the Southwest Riverside County Cancer Care Task Force. Work samples include formal CHNA reports, IS plans (similar to CHIPs), community engagement reports, and infographic versions of reports suitable for sharing with the general public. <https://HARCdata.org/dhcd-chna/>

In-Depth Community Engagement

HARC plans to use the deliberative methods in the community engagement, as opposed to traditional one-way approaches such as surveys and focus groups designed to elicit information from the public. Deliberative methods are designed to promote discussion among participants and decision-makers with the objective of obtaining more informed and consensual views.

HARC and CNCEF have both conducted extensive community engagement for many years. However, there is always room for improvement, and as such, HARC will start the project by bringing together an Advisory Council of community members, content experts, and key stakeholders. The Advisory Council will help to weigh in on the community engagement piece throughout the project, ensuring that our efforts will reach diverse residents from across DHCD/F's seven zones. See page 4 "Step 2" for more detail on the formation of the Advisory Council, which are involved in all subsequent steps.

Approach and Methods to Scope of Work and Deliverables

As requested in the RFP, HARC's proposed work will incorporate the Community Health Assessment Toolkit methodology.

Step 1: Reflect and Strategize. This phase is typically for review of prior CHNAs and results. As this is DHCD/F's first, there are no prior CHNAs to review. Instead, this stage will serve as a kick-off meeting, where HARC and CNCEF will meet with DHCD/F to establish a shared understanding of the CHNA and CHIP project, process, goals, and deliverables. It is important to gain a mutual understanding of the

goals of the CHNA and the expected outcomes. A good CHNA involves a great deal of collaboration, so at this point we will establish RACI roles for each organization (who is responsible, accountable, consulted, and informed). These roles help to ensure clear expectations and lines of communication.

Step 2: Identify and Engage Stakeholders. In January, HARC will work with CNCEF and DHCD/F to identify candidates for an Advisory Council. The Advisory Council will be made up of 11 individuals:

- One community member from each zone (nominated by the DHCD/F Board Member representing that zone);
- Two leaders of organizations that serve the Valley with an equity lens (e.g., CVVIM, etc.)
- Two health content experts (e.g., representatives from Public Health, etc.).

The purpose of the Advisory Council is to help ensure in-depth resident-driven engagement with all of the Coachella Valley's diverse residents. Advisory Council members have valuable input, and as such, will each be offered a stipend of \$200/month to pay for their time and expertise. Advisory Council members will be asked to attend one group meeting per month (catered) for nine months and be responsive to emails and requests for input during those nine months. The monthly meetings will rotate to ensure accessibility for all; two at HARC's offices, and one in each of DHCD/F's seven zones.

Step 3: Define the Community. The geography of the CHNA has already been defined (the DHCD/F boundaries). In February, the population will be defined collaboratively by HARC, CNCEF, DHCD/F, and the Advisory Council (e.g., should snowbirds count? Migrant farmworkers? People with a second home who come here on weekends? Etc.).

HARC will also present a list of data sources by variables for Step 4 to DHCD/F. The variables will be guided by Healthy People 2020 framework. This will be DHCD/F's opportunity to alert HARC to data sources or variables that might have been overlooked and request that they be included. At this stage, HARC will produce a "feasibility" report, or detailed plan for the remainder of the project for DHCD/F's Board. It will describe the defined community, the partners, the data sources, and the steps to move forward. HARC can be available to present the report in person to the Board to answer any questions they might have. The report will be ready by the end of February.

Step 4: Collect and Analyze Data. In March, HARC will assemble and synthesize the wealth of existing secondary data. HARC will seek quantitative data from secondary sources such as Healthy People 2020, the American Community Survey, California Health Interview Survey, Behavioral Risk Factor Surveillance Survey, California Healthy Kids Survey, California Healthy Places Index, California's Office of Statewide Health Planning and Development (OSHPD), and Riverside University Health System – Public Health, to name a few.

On March 31, HARC's 2019 Coachella Valley Community Health data will be released to the general public. HARC's data will be extremely useful in assessing needs of the Valley, especially as it employs random sampling and measures health behaviors, outcomes, and the five SDOH per Healthy People 2020. HARC will conduct advanced analyses of the data for the CHNA. These analyses will give special attention to the five SDOH as well as health disparities in our region.

All quantitative data will be analyzed and summarized in an easy-to-read report, supplemented with charts, figures, and tables to enhance visual understanding. Special attention will be placed on health

disparities and health equity challenges, especially those that pertain to the Healthy People 2020 SDOH framework. The draft will be provided to DHCD/F by mid-April.

DHCD/F will review the draft report. If DHCD/F decides that there are gaps and primary data collection is needed, there is one month in the timeline to conduct this data collection. The exact methods will depend on the type of data that is missing, and from whom. HARC, CNCEF, and DHCD/F will work together to design the best possible approach and implement it during this one-month time frame. Once this additional data is collected, analyzed, and integrated into the findings, the report will be complete and ready for the next step. If DHCD/F determines that no primary data collection is needed, that month will be re-allocated to later steps, where extra time would be most welcome. This is why there are two workplans and timelines in Appendix F: one with primary data collection and one without.

Step 5: Prioritize Community Health Issues. Next, HARC, CNCEF, DHCD/F, and the Advisory Council will work together to prioritize the needs based on DHCD/F's capabilities, expertise, and goals. At this meeting, HARC will present the findings of the data analyses. The top five needs will be prioritized by the magnitude (e.g., are high proportions of the population affected?), severity (e.g., is there an impact on many more characteristics of the population?), disparities (e.g., are certain demographics/geographies being disproportionately affected?), and ability to effect change (e.g., does DHCD/F have the capabilities to address these needs?).

During this phase, HARC and CNCEF will also seek out input from the community, independent of what DHCD/F's priorities are. This outreach process is designed with the intent of gathering community feedback from residents in each of the seven zones; the process will be informed by input from the Advisory Council. Going door-to-door, CNCEF canvassers will share the CHNA findings with the community and gather their perceptions on the validity of these findings, the confounding and contributing factors to these issues, and priorities that should be addressed moving forward. CNCEF will conduct outreach in teams of two on weekends. Canvassers will go to specific neighborhoods, chosen in advance by HARC, DHCD/F, CNCEF, and the Advisory Council in collaboration, to ensure a diverse sample of residents are reached. All canvassers will be bilingual (English/Spanish). Each of DHCD/F's seven zones will have at least one dedicated team of canvassers who will canvass the specified neighborhoods each weekend for a month.

Feedback from the residents will be collected by the CNCEF canvassers via their tablets. HARC will be able to analyze the data quickly and easily, and segment it if desired (e.g., "what are the priority needs identified by residents in Zone 7 and how do they differ from those identified by residents in Zone 1?").

Next, HARC will circle back to DHCD/F and the Advisory Council with the residents' feedback. The results of the engagement may or may not change the priorities identified by DHCD/F. The results of this discussion and community engagement will create the final top five health issues that DHCD/F plans to address.

Step 6: Document and Communicate Results. In July, the results of the CHNA will be provided to the DHCD/F in a comprehensive written report. The report will also detail the strengths of Coachella Valley resources available to address these needs as well as the challenges in addressing these needs, and an asset map. HARC will also create a one-page summary of the CHNA, designed to be shared with the community, in English and Spanish. DHCD/F will have one round of edits, suggestions, and feedback to give before the report and handout are finalized.

In July and August, HARC and CNCEF will conduct community engagement a second time, this time to disseminate the results and ask for input on the approaches to address the top five health needs. As such, Step 6 overlaps with Step 7. This community engagement will be conducted via 14 community events, two in each DHCD/F zone. The entire approach will be guided by the Advisory Council once again.

These events will be widely publicized in both English and Spanish (e.g., postcard mailing to every home, PSAs on the radio, etc., with help from the Advisory Council). Events will be held in easily accessible places in each zone (e.g., high schools, libraries, churches, community centers), and will include refreshments, translation services (English, Spanish, ASL), and childcare. HARC will ensure that local venues are compensated for the room rentals, and that local vendors are selected to provide refreshments, translation services, and childcare, so that DHCD/F residents are enriched through this process. At the events, HARC and CNCEF will share the findings, and ask for community input and feedback on what would be meaningful ways to meet these needs. Feedback will inform Step 7.

Step 7: Plan Implementation Strategies. In late August, HARC and CNCEF will share the community input on the implementation strategies with DHCD/F in a report and a presentation. Next, HARC will facilitate a logic modeling session with DHCD/F to develop implementation strategies aimed at addressing the identified needs. At this meeting, strategies for meeting the top five needs, short-term and long-term goals/targets, and timelines will be established. HARC will take findings from the meeting and create a detailed logic model which will serve as the main content of the CHIP report. DHCD/F will have the opportunity to review the draft and suggest revisions.

Step 8: Implement Strategies. In early September, HARC, DHCD/F, and the Advisory Council will work together to identify and create a “next steps” plan to address the implementation strategies. This will include identifying key stakeholders and external partners in addition to timelines, funds necessary, etc. This plan will guide DHCD/F’s work going forward. The content of these plans will be included in the CHIP report. HARC will also create content for a “community dashboard” which will monitor the health indicators and progress made going forward. DHCD/F will have the opportunity to review and request revisions before uploading to their website.

Step 9: Evaluate Progress. The final step of the CHIP is to design an evaluation plan. The evaluation plan will be developed by building off the logic model developed in Step 7. From the logic model, HARC will take the planned activities and create written strategies to measure progress toward meeting the top five health needs. This will ensure that DHCD/F and partners can track actions and monitor health indicators going forward, with an annual reporting process. The evaluation plan will include topics that should be measured, methods for measuring health indicators along with baseline measures, timelines for measurement, and assigned responsibilities. The evaluation plan will be provided in the CHIP report. DHCD/F will have one round of edits, suggestions, and feedback to give on the evaluation plan before it is finalized and inserted into the now-final CHIP report by October 1.

Workplan and Timeline

Assuming a prompt launch in early January, the results will be ready to present by October 1, 2020 as desired. See Appendix F for two workplans/timelines: one with primary data collection and one without.

Budget

The total cost for the project is not to exceed \$293,776 (less \$45,000 if it turns out that no primary data collection is needed in Step 4, i.e. \$248,776). See Appendix G for a detailed budget.

Appendices

Appendix A: Staff Resumes/CVs

- Jenna LeComte-Hinely, PhD
- Cassandra Leier, PhD
- Chris Morin, MS
- Gerardo Quintana, Jr., BA
- Theresa Sama

Appendix B: Five Letters of Support

- University of California, Riverside School of Medicine – David D. Lo, M.D., PhD.
- Clínicas de Salud del Pueblo – Yvonne Bell, MBA
- Riverside University Health System – Public Health – Kim Saruwatari, MPH
- Borrego Health – Mikia Wallis
- County of Riverside Supervisor, Fourth District – V. Manuel Perez

Appendix C: CNCEF Description and Resumes

- CNCEF Description
- Anna Lisa Vargas
- Pablo Rodriguez

Appendix D: HARC Contract Research/Former Staff CVs

- Ivy R. Torres, MA
- Teresa Alvarez, MA

Appendix E: Contact Information for References

Appendix F: Detailed Workplan and Timeline

Appendix G: Detailed Budget

CURRICULUM VITAE

Jenna Risa LeComte-Hinely, PhD

Address:

41550 Eclectic St.
Palm Desert, CA 92260

Email: jlecomte-hinely@HARCdata.org

Phone: 760.404.1945

EDUCATION

- | | | |
|-------|---|-------------|
| Ph.D. | Portland State University, Portland, OR
Major: Applied Industrial Organizational Psychology
Minor: Occupational Health Psychology | March 2013 |
| M.S. | Portland State University, Portland, OR
Major: Applied Industrial Organizational Psychology
Minor: Occupational Health Psychology | August 2010 |
| B.S. | University of Redlands, Redlands, CA
Magna Cum Laude
Major: Business Administration
Minor: Psychology | May 2008 |

EXPERIENCE

Chief Executive Officer, HARC, Inc.

April 2015 – present

- Carry out HARC policies, objectives, and activities, including
 - Oversight of the data collection, surveying, analysis, assembly and publication of HARC reports and surveys;
 - Oversight and active solicitation of research and evaluation services, including requests for proposals (RFPs).
- Direct human resources activities, including hiring, training, supervising, and disciplining all subordinate HARC staff and independent contractors.
- Prepare budgets for approval, including those for funding or implementation of programs.
- Devise and implement HARC fundraising programs to ensure adequate funding for HARC's ongoing operations
- Coordinate the development, implementation, and upkeep of budgetary control systems, recordkeeping systems, and other administrative control processes
- Deliver speeches, write articles, and/or present information at meetings to promote services, exchange ideas, and accomplish HARC's strategic objectives
- Represent HARC at community functions, meetings, and/or coalitions
- Organize promotional/publicity campaigns to raise awareness of HARC and HARC's services
- Develop, implement and maintain plans for strong Board leadership, development and recruitment

EXPERIENCE Continued

Director of Research and Evaluation, HARC, Inc.

July 2012 – March 2015

- Conduct a wide range of program evaluation and research activities via multiple methods, including focus groups, interviews, and surveys
- Develop and maintain databases
- Manage all survey and research data
- Provide statistical and methodological expertise
- Conduct multivariate statistical analysis of quantitative data
- Communicate data and research to clients, community members, and stakeholders through a variety of dissemination mechanisms, including technical reports, executive summaries, presentations, and trainings
- Develop business, secure contract research projects, and respond to Requests for Proposals (RFPs)

Adjunct Lecturer, California State University, San Bernardino

January 2015 – March 2015

Course: Statistics for the Health Sciences

- Plan and develop curriculum
- Teach lecture and lab
- Teach SPSS use to undergraduate students

Graduate Research Supervisor, Center for Work-Family Stress, Safety, & Health

June 2008 – July 2012

Promoted from Graduate Research Assistant in September 2010

- Lead several research projects through the phases of design, participant recruitment, data entry, data analysis, and final report
- Collected and analyzed both qualitative and quantitative data
- Designed and administered surveys
- Transcribed, reviewed, de-identified, and coded various forms of qualitative data, including interviews, ethnographic observations, and memos. Also trained new team members in all of these tasks.
- Worked as a member of the Work, Family, and Health Network (funded by the NIH and CDC), a multi-organization team that requires frequent long-distance collaboration and familiarity with technologies to enable that, such as use of remote desktops
- Worked independent of supervision for long periods of time
- Prepared research findings for dissemination to a variety of audiences
- Supervised a team of between 4 to 6 graduate research assistants in process evaluation for the Work, Family, and Health Network

EXPERIENCE Continued

Junior Research & Evaluation Associate, Oregon Museum of Science & Industry

June 2010 – July 2012

Promoted from Research Assistant in September 2010

- Developed research and evaluation instruments for use in varied settings
- Conducted community-based participatory research with various populations, including several local Tribes
- Created and administered professional development opportunities in multiple topics, including human subjects protection, online data collection protocol, and SPSS use
- Created and managed successful IRB applications for multi-method, multi-year, multi-site data collection
- Facilitated the creation of logic models for other teams
- Co-wrote over \$360,000 in successful grant proposals to federal funding agencies
- Lead both quantitative and qualitative research and evaluation
- Utilized data collection methods such as interviews, focus groups, and surveys with a wide variety of audiences, including both children and adults, and utilizing many unique methods, such as virtual focus groups
- Wrote evaluation reports for a wide range of audiences
- Served as the departmental Data Access and Security Specialist, Software Specialist, and Representative on the Safety Committee

Employee Development Intern, Legacy Health Systems

July 2009 – September 2009

- Learned how to optimize several technological systems, such as GoToMeeting, to facilitate long-distance collaboration
- Designed and implemented one-on-one technological training on said systems
- Administered said one-on-one training to approximately 50 physicians and medical interns of varying skill levels

Research Assistant, Business Department, University of Redlands

September 2005 – April 2008

- Designed and implemented online studies
- Conducted statistical analysis using SPSS
- Wrote results for scholarly articles
- Presented findings at national conferences
- Wrote successful grant proposals

PROFESSIONAL MEMBERSHIPS

- | | |
|--|----------------|
| • American Evaluation Association | 2012 – present |
| • Association of Fundraising Professionals | 2015 – present |
| • Society for Occupational Health Psychology | 2009 – present |

SERVICE

HIV + Aging Research Project Palm Springs (HARP-PS)
Board Member 2019 – present

Borrego Health
Board of Trustees Member 2019 – present

Joslyn Senior Center
Board Member 2018 – 2019

University of California, Riverside - School of Medicine
Member of the Community Advisory Board 2018 – present

**University of California, Riverside - School of Medicine
*Center for Healthy Communities***
Member of the Community Advisory Board 2016 – present

**Riverside County Health Coalition
*Community Health Improvement Plan***
Chair of the “Promoting Healthy Behaviors” Workgroup 2016 – 2017

**Association of Fundraising Professionals,
*Desert Communities Chapter***
Board Member and Vice President of Membership 2016

AWARDS AND RECOGNITION

“Women in Philanthropy”, Desert Charities News 2019
Industry leaders and influencers in the nonprofit industry

“The Big List”, Palm Springs Life 2019
50 influential people shaping everyday life in the Coachella Valley

“Women Who Inspire Us”, Desert Charities News 2018
Industry leaders, influencers, innovators: Women who make a difference in their work supporting the nonprofit sector in our community.

“40 Under Forty”, Palm Springs Life 2018
Recognizing a new generation of desert leaders under the age of 40

Nominee, SBEMP Entrepreneur Award 2017
Recognizing individuals who are making significant contributions to the Coachella Valley’s business community

SELECTED INVITED PRESENTATIONS

Recurring presentations:

- *Health in the Coachella Valley for Medical Students and Residents.* Presented to:
 - UC Riverside School of Medicine, March 13, 2019, in Riverside, CA.
 - UC Riverside School of Medicine, March 14, 2018, in Riverside, CA.
 - Eisenhower Family Medicine Residents, July 8, 2016 in Rancho Mirage, CA.
 - Eisenhower Family Medicine Residents, June 4, 2014 in Rancho Mirage, CA.
- *Using Data to Improve Coachella Valley Health.* Presented to Leadership Coachella Valley:
 - December 14, 2018 in Rancho Mirage, CA.
 - December 8, 2017 in Rancho Mirage, CA.
 - December 9, 2016 in Rancho Mirage, CA.
 - December 11, 2015 in Rancho Mirage, CA.
- *The Importance of Evaluation.* Presented at the RAP Foundation’s Bidders’ Meetings:
 - July 13, 2017 in Palm Desert, CA.
 - September 13, 2016 in Palm Desert, CA.
 - November 27 and 28, 2018 in Palm Desert, CA.
- *Identifying and Measuring Outcomes in the Nonprofit Sector.* Presented to the Nonprofit Management class at the University of Redlands:
 - May 19, 2017 in Redlands, CA.
 - May 19, 2016 in Redlands, CA.
 - February 27, 2014, Redlands, CA

Presentations on Evaluations/Data in Nonprofits

- *The Future of Data.* Presented at Inman Disconnect, April 9, 2019, in Palm Springs, CA.
- *The Value of, and Best Practice for an Effective Evaluation.* Workshop presented to the Association of Fundraising Professionals, Desert Communities Chapter, April 15, 2016 in Rancho Mirage, CA.
- *Evaluation: What It Is and Why You Want It.* Presented to the Grant Professionals Association, Inland Empire Chapter, January 14, 2016 in Riverside, CA.
- *Utilizing Research and Data.* Panelist at the Regional Access Project Foundation’s 2015 Conference “Changing Lives, Making Impact”, October 21, 2015 in Rancho Mirage, CA.
- *Using Data to Improve Community Health: An Example from the Coachella Valley.* Panelist at the Community Clinic Association of San Bernardino County’s “Whole Health: Engagement and Innovation” Conference, September 17, 2015 in Ontario, CA.
- *Research Methods and Statistics for Medical Residents.* Presented to the University of California, Riverside School of Medicine Family Medicine Residents at their Noon Conference at Las Palmas Medical Plaza, July 30, 2015 in Palm Springs, CA.
- *Informed Decision-Making: The Power of GIS.* Panelist at the “2015 Inland Empire Healthy Cities Symposium: Promoting Data to Action in Riverside and San Bernardino Counties”, April 29, 2015 in Loma Linda, CA.
- *All About Evaluation.* Presented to the Association of Fundraising Professionals Desert Communities Chapter’s Monthly Luncheon, January 17, 2013, Rancho Mirage, CA.
- *Public Health Research and Ethics.* Presented to the Future Physician Leaders, July 2013, Palm Desert, CA.

SELECTED INVITED PRESENTATIONS CONTINUED***Presentations on Coachella Valley and Health***

- *Heart Health in the Coachella Valley*. Presented at the American Heart Association’s “Go Red for Women” annual luncheon, February 15, 2019, in Rancho Mirage, CA.
- *Coachella Valley Housing First: Year 1 Evaluation Results*.
 - Presented at the Cathedral City Council Meeting, September 26, 2018 in Cathedral City, CA.
 - Presented to Desert Hot Springs City Council in a Homelessness Special Study Session, October 16, 2018, in Desert Hot Springs.
 - Presented at Palm Springs City Council Meeting, October 17, 2018, in Palm Springs.
 - Presented at the Palm Springs Homelessness Task Force Meeting, October 18, 2018, in Palm Springs.
- *Senior Health in the Coachella Valley*. Panel presentation at the Annual California Commission on Aging Annual Meeting, November 7, 2018 in Palm Springs, CA.
- *Evaluating Get Tested Coachella Valley*. Presented at the Get Tested Coachella Valley event in honor of HIV Testing Day on June 27, 2017 in Palm Desert, CA.
- *Women’s Healthcare in the Coachella Valley*. Presented as a part of the “Women in Action: Ending Pay Inequality, Healthcare Discrimination, and Violence Against Women” panel discussion on April 2, 2017 in Rancho Mirage, CA.
- *Primary Care and Graduate Medical Education in the Coachella Valley*. Clinton Health Matters Initiative “Improving and Sustaining Health in the Coachella Valley” event, October 28, 2016 in Palm Desert, CA.
- *“A Matter of Balance” Program Evaluation Results*. Presented at Mizell Senior Center’s celebration of National Fall Prevention Day on September 22, 2016 in Palm Springs, CA.
- *Using Data to Improve Community Health*. Presented to the Future Physician Leaders, July 6, 2016 in Palm Desert, CA.
- *Child Health in the Coachella Valley*. Presented to the Principals’ Summit of the Alliance for a Healthier Generation, June 15, 2016 in Palm Desert, CA.
- *Disabilities and Health in the Coachella Valley*. Presented to the Coachella Valley Disability Collaborative, April 27, 2016, in Rancho Mirage, CA.
- *Health Disparities in the Inland Empire*. Presented to the Future Physician Leaders at University of California, Riverside, July 30, 2015, in Palm Desert, CA.
- *Environmental Justice Challenges in the Coachella Valley*. Panelist at the California State University Disadvantaged Communities Center Conference, July 23, 2015 in Palm Desert, CA.
- *Data and Depression*. Presented at the Coachella Valley Health Collaborative’s “Mental Health Summit III: Solutions to Depression”, April 17, 2015 in Palm Desert, CA.
- *Depression in the Coachella Valley*. Presented at the Coachella Valley Health Collaborative’s “Mental Health Summit II: Solutions to Reduce Depression”, April 11, 2014 in Palm Desert, CA.
- *Unemployment and Health in the Coachella Valley*. Presented at the Sustainable Goods Movement Symposium, November 2013, Palm Desert, CA.

SELECTED PUBLICATIONS AND REPORTS

- Brown, B., Marg, L., **LeComte-Hinely, J.R.**, Brinkman, D.J., Zhang, Z., & Sullivan, G. (2018). Indicators of self-reported HIV risk and differences in willingness to get tested by age and ethnicity. *Medicine*, 97, 11690 – 11699.
- **LeComte-Hinely, J.R.** & Morin, C.E. (March 2018). Senior Health in the Coachella Valley. Palm Desert, CA: HARC, Inc. Available online at: http://HARCdata.org/special_reports.html
- **LeComte-Hinely, J.R.**, Morin, C., Leier, C., & Torres, I. (January 2017). Coachella Valley Community Health Survey: 2016 Executive Report. Palm Desert, CA: HARC, Inc. Available online at <http://HARCdata.org/coachella-valley-community-health-survey/executive-report/>
- Brown, B., **LeComte-Hinely, J.R.**, Brinkman, D., MacCarthy, S., & Sullivan, G. (2016). Barriers to routine HIV testing in healthcare settings and potential solutions from the Get Tested Coachella Valley campaign. *Journal of Acquired Immune Deficiency Syndromes*, 71, 353-466.
- **LeComte-Hinely, J.R.**, & Leier, C. (June 2016). Diabetes in the Coachella Valley. Palm Desert, CA: HARC, Inc. Available online at: http://HARCdata.org/special_reports.html
- **LeComte-Hinely, J.R.**, Leier, C., & Segovia, T. (March 2016). Health of Uninsured Adults in the Coachella Valley. Palm Desert, CA: HARC, Inc. Available online at: http://HARCdata.org/special_reports.html
- **LeComte-Hinely, J.R.** & Segovia, T. (February 2015). Veteran Health in the Coachella Valley. Palm Desert, CA: HARC, Inc. Available online at: http://HARCdata.org/special_reports.html
- **LeComte-Hinely, J.R.** & Segovia, T. (January 2015). Mental Health in the Coachella Valley. Palm Desert, CA: HARC, Inc. Available online at: http://HARCdata.org/special_reports.html
- **LeComte-Hinely, J.R.** (August 2014). Health and Unemployment in the Coachella Valley. Palm Desert, CA: HARC, Inc. Available online at: http://HARCdata.org/special_reports.html
- **LeComte-Hinely, J.R.**, Burlacu, G.I., Pattison, S., & Benne, M. (2012). Membership impacts and motivation study (MIMS) report. *Oregon Museum of Science and Industry*. To be available online at: www.oms.edu/evaluationreports
- Robinson, J.L. & **LeComte-Hinely, J.R.** (2012). Does the Internet level the playing field? Gender and online car quotes. *Electronic Markets-The International Journal on Networked Business*, 22, 185-194.
- Rosino, L., **LeComte-Hinely, J.R.**, & Grover, J. (2012). Generations of Knowledge: Front-End Evaluation Report. *Oregon Museum of Science and Industry*. Available online at: www.oms.edu/evaluationreports
- **LeComte-Hinely, J.R.**, & Pattison, S. (2011). Science café online workshop formative evaluation report. *Nanoscale Informal Science Education Network*. Available online at: nisenet.org/catalog/evaluation/science_cafe_online_workshop_formative_evaluation
- Pattison, S., Benne, M., & **LeComte-Hinely, J.** (2011). 2010 Delivery and Reach Study. *Nanoscale Informal Science Education Network*. Available online: www.nisenet.org/catalog/evaluation/deliveryandreach

Curriculum Vitae
Cassandra R. Leier, PhD

Email: CLeier@HARCdata.org

EDUCATION

Doctor of Philosophy (PhD), Organizational Communication

Arizona State University, 2011 to 2015

Masters of Science (MS), Industrial and Organizational Psychology

California State University of San Bernardino, 2006 to 2008

Bachelor of Art's (BA), Psychology, with honors

California State University San Bernardino, 2002 to 2006

CURRENT EMPLOYMENT

Director of Research and Evaluation

HARC, Inc. (Health Assessment and Resource Center)

From: July, 2015 To: Present

Responsible for planning and conducting applied social science research, including HARC's triennial population health survey of the Coachella Valley. Further responsibilities include:

- Designing research projects and program evaluations.
- Developing proposals and budgets for projects and negotiating terms of agreement.
- Developing and maintaining confidential databases with discretion.
- Managing and analyzing quantitative and qualitative data using SPSS and Excel.
- Presenting research findings to clients and community members.

PREVIOUS EMPLOYMENT

Adjunct Faculty

College of the Desert, Community College

Palm Desert, California

From: August, 2016 To: May, 2017

- Developed curriculum, delivered lectures, designed assignments, graded student work, guided in-class discussions, and utilized Canvas to design and optimize an online learning environment conducive for student learning.

Courses Taught:

Com 001: Public Speaking

Com 009: Interpersonal Communication

Teaching Associate**Hugh Downs School of Human Communication****Arizona State University**

From: August, 2011 To: May, 2015

- Developed curriculum, delivered lectures, designed assignments, graded student work, guided in-class discussions, and utilized Blackboard to design and optimize an online learning environment conducive for student learning.
- Informally mentored students on a variety of academic/personal paths.

Courses Taught:

Com 230: Small Group Communication

Com 250: Organizational Communication

Com 308: Advanced Research Methods

Com 312: Conflict and Negotiation*

Com 430: Leadership Communication*

Com 453: Corporate Training & Development*

Note: Online courses are marked with an asterisk ()*

Courses Assisted:

Com 100: Introduction to Communication

Research Project Director**Conflict Transformation Project (CTP)****Arizona State University**

2012-2013

Led a team of researchers in a year-long project on homeless youth.

- As director, I managed data collection activities, coordinated researcher schedules, developed research personnel, analyzed interpersonal and group dynamics, and monitored data quality.
- As a researcher, I conducted preliminary focus groups, developed research methods, developed a theoretically based interview-protocol, collected data from 21 homeless adolescents, conducted interview transcription and qualitative data analysis.

Statistical Consultant**StatAssist – Dissertation and Statistical Consulting Firm**

From: September, 2010 To: August, 2011

Provided statistical consulting to clients, organizations, and doctoral students.

- Assisted clients with formulating research questions/hypotheses and developing an appropriate research design.
- Conducted quantitative data entry, cleaning, and analyses using SPSS.
- Prepared written results and visual graphics of data findings.
- Tutored clients on methodology, statistics, and quantitative survey software.

Research Specialist II**County of Riverside**

Research and Evaluation Unit of the Self Sufficiency Division

From: October, 2008 To: September, 2009

Served as a researcher and consultant supporting the directors and executives in the Department of Social Services (DPSS).

- Planned and designed research projects and program evaluations by identifying extant data sources and creating new data sources.
- Conducted literature reviews by using academic databases and public access resources.
- Analyzed survey data using SAS (Statistical Analysis Software) and SPSS.
- Prepared and presented reports of research findings which demonstrate credible and logical conclusions.

Human Resource Consultant**Edison International: Southern California Edison Electric Company**

Performance and Assessment Services

From: November, 2007 To: October, 2008

Served as an internal human resource consultant to hiring managers in the organization.

- Worked with managers to define employee selection criteria, prepare job descriptions, create structured interview guides, and develop selection tests for a wide-range of positions (e.g., project managers, executive assistants, etc.).
- Worked with talent management to optimize employee selection.
- Performed job analyses using SPSS, then utilized results to develop training programs and performance assessment centers.

SERVICE

Board Member

Health To Hope Clinics

From: April, 2019 To: Present

Treasurer and Founding Member

Graduate Women's Association (GWA)

Arizona State University

From: 2013 To: 2015

- Prepared and maintained the GWA budget, assets, and financial records for the GWA.
- Planned large-scale events for GWA members.
- Recipient of ASU's Commission on the Status of Women's "Outstanding Achievement and Contribution Award," 2014.

Board Member

University Hearing Board

Arizona State University

From: 2013 To: 2015

- Reviewed student violations of the Student Code of Conduct.
- Recommended appropriate sanctions for code violations.
- Kept all information about student violations confidential.

Grant Reviewer

Graduate Professional Student Association (GPSA)

Arizona State University

From: 2011 To: 2015

- Reviewed applications for travel grants.
- Reviewed applications for the Jump Start Research Award Program.

Supreme Court Justice

Arizona State University

From: March, 2012 To: January, 2013

- Adjudicated disputes arising under the ASASU Constitution and the Bylaws of the Undergraduate Student Government (USG).

PROFESSIONAL PRESENTATIONS

“Using Data to Craft a Narrative for the Coachella Valley”

- Keynote speaker for the RAP Foundation’s Funding Conference on “Diversity, Equity, and Inclusion”. The RAP Foundation, in Palm Desert, CA. May, 2019.

“Using Data for Good”

- Data training provided to community partners on how to better understand and utilize data in the non-profit sector. Trainings provided on October, 2017 and February, 2018 in Palm Desert, CA.

“Career Options in Community Research”

- Guest speaker for the Community Volunteer Club. United Schools School District in Palm Desert, CA. March, 2016.

“Uninsured in the Coachella Valley”

- Presentation discussing the causes and consequences of un-insurance in the Coachella Valley. Presented in Palm Springs and Indio, CA. March, 2016.

“Agents of Change for Social Justice”

- Presentation and discussion with youth in the the Torrez Martinez Tribe. Presented in Palm Desert, CA. August, 2015.

ACADEMIC PRESENTATIONS (NON-CONFERENCE)

“The Bright Side of Organizational Conflict”

- Guest lecturer for a course in Organizational Communication (Com 250 - Professor Robert Leo). California State University San Bernardino. March, 2017.

“Career Success After Graduate School”

- Presented to the Students Promoting Industrial/Organizational Psychology, March, 2016 at California State University of San Bernardino.

“Applied Quantitative Research”

- Guest lecturer for course on Research Apprenticeship (Com 404 - Professor Jess Alberts). Hugh Downs School of Human Communication, Arizona State University. November, 2014.

“The Science of Happiness: Strategies for Success and Happiness in Graduate School”

- Graduate Women's Association Professional Development Workshop. Arizona State University, Tempe, AZ. September, 2014.

“Negotiating Your Salary”

- The Developing Dreams Professional Development Conference. Phoenix, Arizona. April, 2014.

“Professional Salary Negotiation”

- The Job search: Networking, Interviewing, and Negotiating Salary. Graduate Women’s Association Professional Development Workshop. ASU, Phoenix, AZ. February, 2014.

“Negotiating Salary: How to Know Your Worth and Ask for It”

- The Developing Dreams Professional Development Conference. Phoenix, AZ. November, 2013.

WHITE PAPER PUBLICATION

LEIER, C. R., Hoffman, T. Lane, J. (2012). Connecting a College Community Using Social Media: Three Benefits of Internal Networking Sites for College Communities. White paper published by the Project for Wellness and Work-Life:
http://humancommunication.clas.asu.edu/files/Connecting_Social_Media_FINALr.pdf.

CONFERENCE PAPERS

Papers:

- Huffman, T. **LEIER, C.R.,** Generous, M., & Hinrichs, M. *Getting Past the “Glass Door”:* Homeless Young Adults Navigating Life and Work. Paper to be presented at the 2017 European Group for Organizational Studies (EGOS) Conference. Copenhagen, Denmark.
- LEIER, C.R.,** Spencer, S., & Newby, J. (2017). *The Widespread Impact of a Community-Based Senior Falls Prevention Program.* Paper to be presented at the 2017 Aging and Society Conference. Berkeley, California.
- LEIER, C.R.,** Spencer, S., & Newby, J. (2017). *Mizell Senior Center: A Matter of Balance (AMOB).* Paper to be presented at the 2017 Aging and Gerontology Conference. San Diego, California.
- LEIER, C. R.** & Hitchcock, S. D. (2014). *Bridging the Gender Divide with Children’s Literature: The Value of Communication as an Agent for Activism.* Paper presented at the 2014 Australia and New Zealand Communication Association Conference. Melbourne, Australia.
- LEIER, C. R.,** & Agars, M. D. (2011, April). *Setting the Stage for Mentoring: Organizational Characteristics and Career Outcomes.* Paper presented at the annual meeting of the Society for Industrial-Organizational Psychology. Chicago, Illinois.
- Agars, M. D., & **LEIER, C. R.** (2011, April). *Organizational Practices and the Advancement Perceptions of Working Women.* Paper presented at the annual meeting of the American Psychological Association. Washington D.C.
- LEIER, C. R.,** & Agars, M. D. (2011, August). *Need for Achievement in the Context of Career-Related Networking.* Paper presented at the annual conference of the Western Psychological Association. Los Angeles, California.
- LEIER, C. R.** & Agars, M. D. (2009, April). *21st Century Networking: The Influence of Self Esteem on Networking Behaviors.* Paper presented at the annual meeting of the Society for Industrial Organizational Psychology. New Orleans, Louisiana.
- LEIER, C.R.** (2006, May). *The Effect of Gender on Promotion Rejection in the Workplace.* Presented at the Undergraduate Research Competition at CSUSB.

Papers on Competitively-Selected Panels:

LEIER, C. R., & Tracy, S. J. (2012). Presenting on Male Voices for the panel, -How the Communication Discipline Offers Key Insights to Public and Private Work-Life Negotiations. Presented at the Inaugural Meeting of the Work and Family Researchers Network. New York.

Huffman, T. & **LEIER, C. R.** (2012). Presenting on Phronesis as a Practical Bridge between Organizational Scholarship and Community for the panel, -Is “Positive Organizational Scholarship” A Positive Move for Organizational Communication? Presented at the Inaugural Meeting of the International Communication Association. Phoenix.

PROFESSIONAL CERTIFICATES

Conflict Mediation

National Conflict Resolution Center, Rimini Italy
Summer, 2013

REFERENCES

Jess Alberts, PhD**President's Professor**

Hugh Downs School of Human Communication

Arizona State University

- Phone: 480-375-1595
- Jess.alberts@asu.edu

Mark D. Agars, PhD**Director, Institute for Child Development and Family Relations****Professor, Department of Psychology**

California State University of San Bernardino

- 5500 University Parkway, San Bernardino, CA 92407
- Phone: 909-802-0579
- Magars@csusb.edu

Constantine Papas**Dean, School of Communication and Humanities**

College of the Desert

- 43-500 Monterey Ave., Palm Desert, CA 92260
- Phone: 760-776-7371
- dpapas@collegeofthedesert.edu

Jenna LeComte-Hinely, PhD**Chief Executive Officer (CEO)**

HARC, Inc. (Health Assessment and Research for Communities)

75080 Frank Sinatra Drive

Palm Desert, CA

- Jlecomte-hinely@harcdata.org

Curriculum Vitae

Christopher Erich Morin cmorin@HARCdata.org

(760) 401-0884

EDUCATION

<u>Degree</u>	<u>Date</u>	<u>Institution</u>	<u>Accomplishments</u>
Masters of Science: Industrial/Organizational Psychology (GPA: 3.9)	June 2017	California State University, San Bernardino	Completed and published thesis
Bachelors of Art: Psychology (GPA: 3.9)	June 2015	California State University, San Bernardino	Summa Cum Laude Roger Scholar Recipient
Associates of Art: Psychology (GPA: 3.9)	May 2013	Copper Mountain College	Honorary Graduate Speaker

TECHNICAL SKILLS

- IBM Statistical Package for the Social Sciences
- ArcGIS – ArcMap
- NVivo+
- Piktochart
- Microsoft Excel, PowerPoint, Word

WORK EXPERIENCE

HARC Inc., (August 2017 - Present). Research and Evaluation Associate.

- Design research and evaluation plans, protocols, and instruments for interviews, focus groups, and surveys.
- Collect data for research and evaluation studies, program and disseminate online surveys, conduct literature reviews and data entry.
- Analyze quantitative data using descriptive, univariate, and multivariate statistics.
- Analyze qualitative data using best practice content coding.
- Write research and evaluation reports that summarize findings and are understandable

Copper Mountain College, (January 2018 – Present). Adjunct Psychology Instructor

- Develop curriculum
- Design lectures/assignments
- Grade assignments
- Use technology to deliver educational information
- Facilitate class discussion

HARC Inc., (June 2016 - July 2017). Intern Research Assistant

- Conduct quantitative analysis and interpret data output.
- Conduct data entry and data cleaning/formatting.
- Write research and evaluation reports.

Specialized Psychology Solutions Inc., (March 2015 - July 2017). Behavioral Tutor.

- Provide assessment and treatment (applied behavioral analysis, pivotal response training, discrete trial training) to children to increase functioning, social skills, and decrease problematic behaviors.
- Conduct individual and group family training/consultation sessions.
- Measure parent and child progress throughout treatment.

California State University, San Bernardino., (June 2014 - March 2015). Supplemental Instructor Leader

- Teach students, reviews journal articles and textbooks
- Review/revise/edit papers
- Conduct both group and individual student learning sessions

PUBLICATIONS

- Morin, Christopher Erich, "An Investigation of Feedback Seeking Behaviors, Source Credibility, and Impression Management as a Function of Goal Orientation" (2017). Electronic Theses, Projects, and Dissertations. 500. <http://scholarworks.lib.csusb.edu/etd/500>
- HARC, Inc. (2017). Coachella Valley Community Health Survey. Available online at HARCdata.org.

CONFERENCE PRESENTATIONS

Morin, C. E., Kennedy, C., Collins, M., & Wellman, J. D. (2016, January). The role of diversity structures and group identification in response to claims of discrimination. Poster presented at Society for Personality and Social Psychology. San Diego, CA

Morin, C. E., Johns, L., & Lewin, M. R. (2015, August). Social Anxiety and Interpretive Bias: The Psychometric Properties of the Sentence Interpretation Questionnaire II. Poster presented at the annual meeting of the European Association for Behavioral and Cognitive Therapies Convention, Jerusalem, Israel.

Morin, C. E., Lewin, M. R. (2015, April). Validation of the Sentence Interpretation Questionnaire II: A Test for Interpretive Bias. Western Psychological Association Convention, Las Vegas, NV.

EDITORIAL WORK

Psychology Student Research Journal Cal State San Bernardino, 2017

- Primary Duty: Statistics/Design editor. Ensure methodological/statistical accuracy
- Paper reviewed: Effects of Repeated SSRI Treatment on BDNF and TrkB Receptors in Adolescent Rats

Psychology Student Research Journal Cal State San Bernardino 2016

- Primary Duty: Statistics/Design editor. Ensure methodological/statistical accuracy
- Papers reviewed: Salience of weight Discrimination. The effects of shame and self-blame.

Psychology Student Research Journal Cal State San Bernardino 2015

- Primary Duty: Copy Editor - Improve the formatting, style, and accuracy of text within the manuscript.

- Paper reviewed: The Influence of Emotion Regulation Strategies in the Relationship between Social Support and Posttraumatic Stress Disorder Symptoms among Survivors of Sexual Assault.

Family Relations Journal: Peer Review Assistance 2014

- Primary Duty: Copy Editor - Improve the formatting, style, and accuracy of text within the manuscript.
- Paper reviewed: Evaluation of Go for the Gold: A High School Marriage and Relationship Program.

PROFESSIONAL SERVICE/ASSOCIATIONS

2016	Psychology Research Journal: CSUSB
2015	Psi Chi: International Honor Society for Psychology
2014-2015	Palm Desert Counseling Student Association
2014-2015	Western Psychological Association
2013-2014	Psychology Club-Historian
2012-2013	Phi Theta Kappa: Beta Rho Pi

AWARDS/ACCOMPLISHMENTS

2014-2015	Roger's Scholar Scholarship award
2014-2015	Honors program within psychology
2013-2015	California State University, San Bernardino Dean's list
2013	Copper Mountain College: Honorary Graduate Speaker (Valedictorian): Class of 2013
2013	Phi Theta Kappa: Beta Rho Pi-Five-star member
2012	Phi Theta Kappa: Beta Rho Pi-President's list

GERARDO QUINTANA

47791 MARGARITA STREET

INDIO, CA 92201

760-984-6500

JQUINTANA@HARCDATA.ORG

EDUCATION

University of California, Irvine*Irvine, CA**B.A., Political Science/Sociology**Cumulative UCI GPA: 3.72*

- Deans Honor List: Fall 2013-Winter 2016
- UCI SAGE (Student Achievement Guided by Experience) Scholars Program, 2015-present
- National Society of Collegiate Scholars University of California, Irvine Chapter, 2015-present

ACCENT Center*Paris, France**Study Abroad Academic Program**08/2016 – 12/2016*

- Coursework: French Language, Media, Politics and Society | Foreign Language, Political Science
- Language Skills: French, Elementary Proficiency

RELEVANT WORK EXPERIENCE

California Leadership Academy for the Public's Health*Riverside County**Fellow**1/2019-present*

- Worked in a multisector team to create a risk assessment tool to prevent suicide among youth
- Organized focus groups with school districts across Riverside County to adopt the tool countywide
- Assisted broader efforts to establish a suicide prevention coalition

Health Assessment and Research for Communities*Palm Desert, CA**Research and Evaluation Assistant**10/2017-present*

- Collected data for research and evaluation studies through community engagement and focus groups
- Organized community event to promote workplace wellness
- Publicized HARC's work via traditional work, social media, and one-on-one networking

GPI US Summer Empowerment Program*Tokyo, Japan**Group Leader**07/2017-08/2017*

- Acted as a facilitator to Japanese high school students on projects and small group discussions
- Gained hands-on experience in the field of international education and cross-cultural communication
- Taught students how to become confident leaders through oral presentations

U.S House of Representatives*La Quinta, CA****Health Career Connection Intern for Representative Raul Ruiz (CA-36)****06/2016-08/2016*

- Drafted policy memos for Congressman
- Assisted in various constituent case work
- Wrote letters to constituents and assisted with media clips

Health Career Connection*Palm Springs, CA****Get Tested Coachella Valley****06/2015-09/2015*

- Conducted secondary research in order to create a guidebook on accessing healthcare in the Coachella Valley
- Interviewed local nonprofit organizations to develop a health collaborative guidebook
- Spread conscious awareness regarding HIV testing in the Coachella Valley

SKILLS

Computer: Proficient in Microsoft Office**Language:** Fluent in Spanish

THERESA J. SAMA

8486 Mount Whitney Ave • Desert Hot Springs, CA 92240

Cell: 213-703-2136 • Email: tsama@HARCdata.org

PROFESSIONAL EXPERIENCE:**HARC, Inc. (Health Assessment and Research for Communities), Palm Desert, CA****08/2012 – Present*****Administrative Manager (04/2018 – Present)/Executive Assistant (08/2012 – 04/2018)***

- Manage the overall general daily office operations; schedule meetings, payroll submission, accounts payables/receivables, contract and insurance compliance, annual audit requests, computer purchasing/support, maintain confidential records, disseminate press releases and special reports, assist with events operations and oversee consultants, interns and volunteers.
- Prepare for monthly bookkeeper, compile financials, and assist with budgeting and other financial information.
- Assist CEO with preparing monthly Board packet, compile and disseminate packet to the Board of Directors.
- Transcribe and prepare a draft of the Board minutes for review and send to the Board Treasurer for approval.
- Provide creative and professional design work for many of HARC's reports and special projects.

FedEx Express, Palm Springs, CA**02/2008 – 08/2012*****Service Assurance/Administration (08/2011 – 08/2012)***

- Generated and analyzed daily service reports using excel macros.
- Administered building services, assured all vendor contracts were compliant and paid vendor service invoices.
- Researched food vendors organized and scheduled employee appreciation events.
- Ordered all revenue, office and janitorial supplies, and maintained all general office and building needs.

Sr. Service Agent (08/2009 – 08/2011)/Customer Service Agent (02/2008 – 08/2009)

- Entered employee timecards and generated reports to assure all hours were in compliance.
- Performed Genesis Imaging, generated compliance reports and sent a detailed summary to all managers.
- Accepted and released packages, researched delivery information for shipments that could not be located and processed station paperwork. Audited International outbound packages and dangerous goods shipments. Assured all outbound packages were transported to the warehouse to make the deadline for outgoing freight.

Department of Molecular and Medical Pharmacology**David Geffen School of Medicine at UCLA, Los Angeles, CA****03/1997 – 07/2007*****Administrative Specialist***

- Negotiated over \$10,000 in savings for software license agreements, and managed software license and installation.
- Chaired a committee for restructuring the department website, as well as administered multiple departmental websites, server directories and files. Tracked online usage and managed listservs and email groups.
- Invited speaker for annual student orientations and departmental course seminar sessions.
- Attended NIH seminars, assisted with grant submissions and assured quality control of the grant database.

Crump Institute for Molecular Imaging**David Geffen School of Medicine at UCLA, Los Angeles, CA****07/1995 – 03/1997*****Administrative Assistant***

- Provided administrative and computer support for the development and expansion of the Crump Institute.
- Prepared and formatted grant applications, reports and manuscripts adhering to agency requirements and deadlines.
- Performed online searches and library journal searches for the collection of research materials.
- Edited graphics for research grants, manuscripts, posters and PowerPoint presentations.
- Computer service support manager for the Pharmacology administrative group, including website updates.

SKILLS:

- Advanced computer proficiencies in Constant Contact email marketing software; Microsoft Office Suite; Word formatting and layout, PowerPoint, Outlook and Excel. Proficient in Acrobat, QuickBooks and Photoshop.
- Extensive experience in administration within nonprofit, university and corporate industries.
- Excellent customer service, public relations and problem-solving skills.
- Ability to work efficiently and effectively within diverse responsibilities and changing priorities to meet project deadlines. Highly motivated team leader with strong work ethic. Organized and attentive to detail.

AWARDS:

- Multi-Year Recipient of Staff Incentive Award, David Geffen School of Medicine at UCLA, Department of Pharmacology.
- Outstanding Customer Service Award, FedEx Express.

EDUCATION:

- University of California Riverside Extension, Palm Desert, CA; Nonprofit Management Certification.
- Sullivan University, Louisville, KY; Associate of Science Degree.



David D. Lo, M.D., Ph.D.
Distinguished Professor of Biomedical Sciences
Senior Associate Dean for Research
david.lo@ucr.edu

November 20, 2019

Desert Healthcare District

Re: Community Health Needs Assessment

Dear Desert Healthcare District/Foundation,

I am Distinguished Professor of Biomedical Sciences, and Senior Associate Dean for Research at the UC Riverside School of Medicine. I am also the Principal Investigator and Director of the recently-funded Center for Health Disparities Research at UC Riverside School of Medicine, and I am writing to encourage you to select HARC, Inc. for your Community Health Needs Assessment (CHNA).

HARC has long been a partner with UCR SOM. In fact, our founding Dean was on the Board of HARC because he believed firmly in the synergy between their mission and ours, both of which focus on serving the community in the Inland Empire.

Our Center for Health Disparities Research is funded by the NIH (grant U54 MD013368), and its mission is to train a new generation of researchers in health disparities research and community engagement. Most of the research projects funded by our center are focused on health disparities issues in Coachella Valley, so we are especially interested in having access to high quality data on health status and needs in this region. HARC is the only non-UCR partner on the proposal; we selected HARC for this because of their exemplary connection to the community in the Coachella Valley and their extensive work in the field of health equity and health disparities. That is, HARC is a strong community-based organization that has always been capable of tapping into the community to identify resident-led solutions. Dr. LeComte-Hinely has already proven to be an invaluable member of the team, due to her knowledge of the community and her connections to other health and human services providers in the Coachella Valley.

HARC works to provide a health equity perspective in their population health research. They are a wonderful partner to work with, responsive, and flexible. Their staff are highly skilled researchers with stellar cultural competence and combined, they have more than a decade of experience working in the Coachella Valley.

We pledge to work together with you and with HARC to help you assess the health disparities in the region. I hope that you seriously consider our recommendation.

Sincerely,

A handwritten signature in black ink, appearing to read "David D. Lo".

David D. Lo, M.D., Ph.D.



Clinicas de Salud del Pueblo

November 27, 2019

Jenna LeComte-Hinely, PhD
 Chief Executive Officer
 HARC, Inc.
 Health Assessment and Research for Communities
 41-550 Eclectic St., Suite B100
 Palm Desert, CA 92260

Re: Letter of Support for Desert Healthcare District/Foundation

Dear Desert Healthcare District/Foundation,

It is with great enthusiasm that I write to you in support of you hiring HARC, Inc. to perform your upcoming Community Health Needs Assessment.

Clinicas de Salud del Pueblo is a federally qualified health center (FQHC) that serves thousands of people in the Coachella Valley each month through our medical clinics in Coachella, Mecca, and West Shores, and our dental clinic in Mecca. The vast majority of our patients are low-income, most are Spanish-speaking, and many are underinsured or uninsured. We provide healthcare of many types, include family practice, pediatrics, obstetrics, behavioral health, psychiatry, and much more.

We have long been partners with HARC; I myself am a former Board Member of HARC, and one of our current staff members, Luz Moreno, is currently a Board Member of HARC. This is because we believe that HARC is vital to the Coachella Valley, and that their work helps to lift up the health of all community members.

We also contract with HARC; they conduct our client satisfaction survey each year. Their approach has engaged thousands of our patients each year, and the reports they provide are incredibly informative and useful. The response rates they achieve are very high, and they engage not only our patients but also our staff. We also appreciate that HARC provides services in both English and Spanish so that all of our clients can be thoughtfully engaged.

HARC excels in their connections to other local healthcare providers and nonprofit agencies working to improve wellness in the Coachella Valley. They are already actively engaged with the same stakeholders that you will want to work with moving forward, and these strong connections will be extremely useful to the CHNA work.

We look forward to working with you and HARC on this project to help provide input as to what the needs of our patients are and how we can all work together to meet those needs.

Sincerely,

Yvonne Bell, MBA
 President/CEO

CORPORATE OFFICES

852 E Danenberg Drive
 El Centro, CA 92243
 Telephone: (760) 344-9951
 Fax: (760) 344-5840
 ♦ Administration
 ♦ Finance
 ♦ Facilities
 ♦ Human Resources
 ♦ Information Technology
 ♦ Patient Accounting
 ♦ Purchasing

Blythe Health Center
 321 W Hobsonway
 Blythe, CA 92225
 Telephone: (760) 922-4981

Brawley Dental Center
 1166 K Street
 Brawley, CA 92227
 Telephone (760) 344-3583

Brawley Corporate North
 1166 K Street
 Brawley, CA 92227
 Telephone (760) 344-9951
 ♦ Outreach
 ♦ Purchasing
 ♦ Referral

Brawley Health Center
 900 Main Street
 Brawley, CA 92227
 Telephone: (760) 344-6471

Calexico Health Center
 223 W Cole Blvd
 Calexico, CA 92231
 Telephone: (760) 357-2020

Calexico Dental Center
 223 W Cole Blvd
 Calexico, CA 92231
 Telephone: (760) 357-2748

Coachella Health Center
 50249 Cesar Chavez Unit K
 Coachella, CA 92236
 Telephone (760) 393-0555

El Centro Health Center
 852 E Danenberg Drive
 El Centro, CA 92243
 Telephone: (760) 352-2257

El Centro Dental Center
 1166 K Street
 Brawley, CA 92227
 Telephone (760) 879-0990

Hemet Health Center
 1023 E Florida Ave
 Hemet, CA 92543
 Phone: (951) 599-8403

Mecca Health Center
 91275 66th Ave Ste 500
 Mecca, CA 92254
 Telephone: (760) 572-2700

Mecca Dental Center
 91275 66th Ave Ste 300
 Mecca, CA 92254
 Telephone: (760) 396-0521

Niland Health Center
 8027 Hwy 111
 Niland, CA 92257
 Telephone: (760) 359-0110

West Shores Health Center
 1289 S Marina Dr Ste A
 Salton City, CA 92243
 Telephone: (760) 394-4338

Winterhaven Health Center
 2133 Winterhaven Dr
 Winterhaven, CA 92283
 Telephone: (760) 572-2700

Brawley WIC Nutrition
 561 E St
 Brawley, CA 92227
 Telephone: (760) 344-5950

Calexico WIC Nutrition
 2451 Rockwood Ave Ste 109
 Calexico, CA 92231
 Telephone: (760) 758-5330

El Centro WIC Nutrition
 2600 Thomas Dr
 El Centro, CA 92243
 Telephone: (760) 337-9199

CDSDP Corporate Offices ♦ 852 East Danenberg Drive ♦ El Centro, CA 92243
 (760) 344-9951 ♦ Fax (760) 344-5840
www.cdsdp.org



Dear Desert Healthcare District/Foundation,

I am writing to support HARC's proposal to complete your upcoming Coachella Valley Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP). When I initially heard about your desire to conduct a CHNA and a CHIP, the first thing that came to my mind was "this is a project for HARC".

RUHS – Public Health has been involved with HARC since their inception in 2006. We are proud partners of theirs; we feel that their data and expertise is complementary to ours. They are a critical component of the Coachella Valley community.

HARC has the expertise, the education, and the experience needed to conduct your CHNA. They have a history of successfully conducting CHNAs in the Coachella Valley and they have been an invaluable partner for us when we conduct data collection in the region. They have strong community cohesiveness with connections to nearly all of the major health and human services agencies, and most of the small ones as well. The HARC team has a deep understanding of the intricacies of the social determinants of health in this region. All of HARC's strong characteristics will be invaluable to you when they are conducting your CHNA.

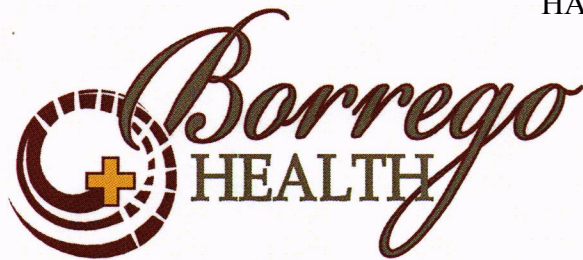
HARC provides a unique blend of PhD-level expertise with local boots-on-the-ground community engagement. They are deeply invested in improving the health and wellness of everyone in their communities. I cannot think of a better firm to provide you with CHNA services in the Coachella Valley.

I firmly believe that HARC is the firm that will provide you with the highest caliber of services for this RFP. I look forward to working with you and HARC to provide our input on this CHNA.

Sincerely,

A handwritten signature in blue ink that reads "Kim Saruwatari".

Kim Saruwatari, MPH
Director



P.O. Box 2369
Borrego Springs, CA 92004
T (760) 767-5051

November 22, 2019

Dear Desert Healthcare District/Foundation,

I am writing to you today in support of HARC, Inc.'s bid to perform your upcoming Community Health Needs Assessment (CHNA).

Borrego Health is the second largest federally qualified health center (FQHC) in the nation, and we are proud to call the Inland Empire home. Our eight clinics in the Coachella Valley serve thousands of people each month and provide employment to thousands more.

HARC's Chief Executive Officer, Dr. Jenna LeComte-Hinely, serves on the Borrego Health Board of Trustees. Her insight into the Coachella Valley's needs is unparalleled as she is an expert in community-based participatory research, thus serving as a driving force for positive community change. I know that if I want deep insight into what the Coachella Valley needs, I ask her first.

We asked Dr. LeComte-Hinely to serve on our Board of Trustees because we firmly believe that HARC is an absolutely essential asset to this region, and that it is beneficial for Borrego Health to work closely with HARC. Their knowledge of data, statistics, and population health is invaluable.

I strongly encourage you to select HARC to conduct your CHNA of the Coachella Valley. You will likely receive proposals from many strong applicants; I can assure you that HARC will do an excellent job. We pledge to work with you and HARC to let you know what our patients need, as that accounts for thousands of your low-income residents. Please let me know if you have any questions at all.

Sincerely,

Mikia Wallis
Chief Executive Office
Borrego Helath

County of Riverside

RIVERSIDE OFFICE:
4080 Lemon Street, 5th Floor
Riverside, CA 92502-1647
(951) 955-1040
Fax (951) 955-2194



DISTRICT OFFICE/MAILING ADDRESS
73-710 Fred Waring Drive, Suite 222
Palm Desert, CA 92260-2574
(760) 863-8211
Fax (760) 863-8905

SUPERVISOR V. MANUEL PEREZ FOURTH DISTRICT

November 27, 2019

Dr. Conrado E. Bárzaga, Executive Director
 Desert Healthcare District & Foundation
 1140 N. Indian Canyon Drive
 Palm Springs, CA 92262

Dear Dr. Bárzaga:

I write to express my support for HARC, Inc. in its proposal to conduct your Coachella Valley Community Health Needs Assessment.

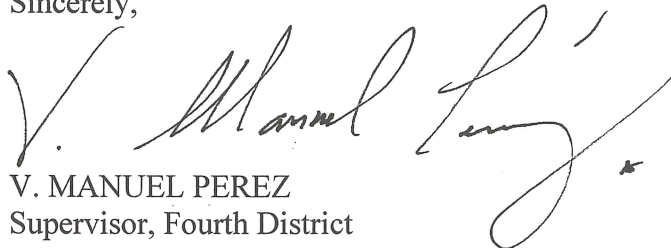
I have long valued and believed in the work that HARC, Health Assessment and Research for Communities, performs to improve health, wellness and the quality of life in the Coachella Valley. As a policymaker and as one of the founding board members of HARC, I know firsthand how valuable the research and essential data that HARC collects on the Coachella Valley has been to numerous health and human services programs.

HARC's staff are extremely skilled in conducting community health needs assessments. They are well respected in the community and can be trusted to provide objective, reliable research, analysis and technical services. HARC works every day to provide research that addresses the social determinants of health and improves local health and quality of life for all residents.

As a lifelong Coachella Valley resident and as a public official, I am very much interested in this Community Health Needs Assessment. There is no doubt in my mind that HARC will provide you with outstanding services if granted this opportunity.

Thank you for the opportunity to express my wholehearted support of HARC, and thank you for your consideration.

Sincerely,



V. MANUEL PEREZ
 Supervisor, Fourth District

VMP:das



Communities for a New California Education Fund (CNCEF)

CNC Education Fund promotes economic prosperity and community health for residents in the rural areas of California. Headquartered in Sacramento, with offices in the Coachella Valley, Fresno, and Merced. CNCEF was founded in 2011 as a non-profit 501 (c) (3) human rights organization.

As part of CNCEF's integrated outreach and education strategy that is employed throughout the year, a team of ten experienced and well-trained Canvasser's conducts door-to-door outreach on a monthly basis. The monthly canvassing efforts focus on the communities of Indio and Coachella. We speak to community residents about what's most important to them, what changes they would like to see in their communities, and offer them opportunities to become engaged and "Finish your Neighborhood." With the use of tablets, Canvassers have conducted mini-surveys, community assessments, and obtain valuable contact information to ensure we can stay connected.

Additionally, CNCEF conducts Civic Engagement Programs (2-3 a year) to discuss important topics/issues, provide reliable information, and encourage voting and civic participation. By utilizing sophisticated technology and implementing a door-to-door outreach strategy, we are able to reach thousands of voters throughout the Coachella Valley and other areas of the IE via canvassing, phoning, and texting during each program.

CNCEF has worked on 5 different Civic Engagement Programs between 2017-2019. These programs are part of our mass non-partisan voter engagement strategy. During the month of June 2019, the team spoke to over 10,500 voters in the Coachella Valley and areas of western Riverside County about how we can restore \$12 billion in funding to our k-12 education, community colleges, and local services throughout California.

CNCEF was a sub-contractor for Health Assessment and Research for Communities (HARC), a local non-profit organization in the Coachella Valley. CNCEF's role was to inform residents throughout the Coachella Valley about the importance of participating the "2019 Coachella Valley Community Health Survey" and to take the call from Kent State if they received a survey call. From February – May 2019, a team of Canvassers conducted door-to-door outreach and spoke to low-income, communities of color in Cathedral City, Indio, Coachella and the unincorporated communities of Thermal, Mecca, Oasis and North Shore.

CNC Education Fund is a California 2020 Census state partner, Region 4 co-ACBO with Faith In Action. CNC Education Fund has an established team with the experience, network, smart technology and knowledge to educate, motivate and activate Eastern Coachella Valley HTC residents to respond to the 2020 census. A computer lab utilizing predictive-phone-dialing software is utilized for live phone calls (phone-banking system) in order to ensure we are able to make a first of multiple contacts with HTC residents by having meaningful conversations and encouraging them to complete the 2020 Census.

Fall 2019 – Spring 2020: Our Early Census Education program is centered around authentic resident engagement. Our team has long-standing relationships with HTC communities in the Eastern Coachella Valley, as well as the organizational and technical capacity to conduct outreach to all of the sub-groups identified in the Census RFP: low-income Californians, racial/ethnic minorities, immigrants, refugees, non-English speakers,

seniors, children, veterans and homeless, LGBTQ, disabled and indigenous Californians. Cellular enabled tablets will be utilized for door-to-door canvassing. Census tracts with the highest CA HTC index will be prioritized.

CNCEF is already an active member of the Inland Empowerment Regional Table. To properly reach all the HTC populations in the ECV, the IE Regional Table will strategically coordinate the outreach work, as well as provide the necessary technical support and resources to ensure all communities are counted and participate in the Census 2020.

CNCEF is building on 8 years of experience using cutting-edge technology infrastructure to engage families in hard-to-reach communities, and we will use these tools to enhance our census outreach efforts. CNCEF has been engaging our voters and residents at least once a month in our priority communities - across 13 rural counties - via door-to-door canvassing and phone-banking to inform and motivate them to participate in elections, public policy debates and to take on a more active role in their communities.

In the Coachella Valley, our monthly door-to-door canvassing efforts focus on the communities of Indio and Coachella. CNCEF uses predictive dialing, peer-to-peer texting, email, tablets and laptops to ensure that we can connect to families and communities with the tools they need to be counted.

Additionally, we use Political Data Incorporated (PDI) and NationBuilder to track interactions in real time, use cellular-enabled tablets to program walk routes and conversation-prompts, and work with software developers to adapt programs and tools for our efforts. In addition to these data and software tools, we will use a tailored canvassing application (IE Regional Table) to collect, manage and analyze resident data.

Community Organizer, Anna Lisa Vargas, has fifteen years of experience working with the communities in the Eastern Coachella Valley. As a native of the Coachella Valley, Anna has served as a board trustee (2010-2014) for Coachella Valley Unified School District, has worked as a Community Organizer with CNCEF since 2012, and has lead more than a dozen successful Civic Engagement Programs.

ANNA LISA VARGAS



ANNALISA@CNCEDFUND.ORG



760.899.1036

78-115 CALLE ESTADO STE 204
LA QUINTA, CA 92253

WEBSITE: CNCEDFUND.ORG
CUENTACONMIGO2020.ORG

FACEBOOK: @CNCEDFUND
INSTAGRAM: @CNCEDFUND

SKILLS

Fluent in Spanish and conversational Italian. I'm an extremely fast learner and have highly developed technical abilities with knowledge of Microsoft Access, Excel, Power Point, SPSS, and Word. Developed emotional maturity and strong interpersonal, communicative, and leadership skills.

EXPERIENCE

LEAD COMMUNITY ORGANIZER/COMMUNITIES FOR A NEW CALIFORNIA EDUCATION FUND (CNCEF)

January 2017 – Present

Oversee the integrated leadership development and mass voter engagement strategy efforts in the Coachella Valley. With over fifteen years of experience as a Community Organizer serving the communities in the Eastern Coachella Valley - offering expertise in skill-building and capacity building for community leaders in the area of education, advocacy, and public policy change.

CLINIC OPERATIONS COORDINATOR/COACHELLA VALLEY VOLUNTEERS IN MEDICINE (CVVIM)

April 2013 - December 2016

Oversaw front office volunteers: conduct orientation, train, schedule and supervise all front office personnel. Communicated with medical providers regarding scheduling needs and overall clinic operations. Scheduled all medical and dental providers (also 2-3 rotating resident schedules). Developed the monthly clinic schedule.

Prepared and submit referrals to Riverside County Regional Medical Center. Prepared and submitted all medical records requests (including disability and insurance claims).

Tracked and kept a patient log of specific imaging requests (MRI, CT, and Mammogram). Tracked and kept a patient log of local specialist referrals. Vetted all incoming Rx requests (received daily via fax), provide to PCP for review and authorization (3 years).

Provided orientation to all new medical providers and back office staff. Assisted medical providers and back office staff with use of EMR system and any other clinic needs. Provided daily support to front and back office staff regarding patient care, clinic processes, etc.

Licensing and Credentialing: 1) Ensured volunteers had active credentials 2) Maintained all files and ensured they are up to date. Reviewed monthly clinic schedule (counts) for accuracy and generated

monthly clinic reports. Attended Clinical Care Committee meetings and report back to the Committee if requested.

**MANAGING DIRECTOR/PODER POPULAR OF THE
EASTERN COACHELLA VALLEY**

February 2006 - September 2012

Managed educational projects, community health and advocacy efforts in the communities of the Eastern Coachella Valley. Supervised and supported Community Health Organizers in the implementation of programs; coordinated trainings and mentorship of volunteer Promotores Comunitarios. Identified successful strategies to assure collaboration with, and support to Poder Popular Team. Strategic planning and coordination of activities to reach program goals and objectives. Fundraising, fiscal monitoring and other administrative duties.

EDUCATION

BACHELOR OF SCIENCE IN POLITICAL SCIENCE/2004

University of California, Irvine

BACHELOR OF SCIENCE IN ANTHROPOLOGY/2004

University of California, Irvine

**GRADUATED WITH HONORS IN
ANTHROPOLOGY/2004**

University of California, Irvine

DEAN'S HONOR ROLL/4 QUARTERS

University of California, Irvine

VOLUNTEER EXPERIENCE OR LEADERSHIP

Coachella Valley Unified School District (CVUSD), Board of Trustees, December 2010 - 2014

Health Assessment and Research for Communities (HARC), Board of Directors, January 2012 - 2016



PABLO RODRIGUEZ

FOUNDING EXECUTIVE DIRECTOR

Communities for a New California Education Fund 501

PROFILE

Pablo Rodriguez is the founding Executive Director of Communities for a New California Education Fund, and directs 11 full-time staff, over 40 part-time year-round canvassers who implement ongoing non-partisan voter engagement efforts via CNC's Sacramento, Merced, Fresno and Coachella Valley offices.

Since 2011, CNC Education Fund's Civic Engagement programs have engaged over 400,000 voters through phone banking and door-to-door canvassing. The implementation of CNC's integrated leadership development and mass voter engagement strategy spans the counties of Riverside, Imperial, Fresno, Madera, Kings, Tulare, Merced, Stanislaus, San Joaquin and Sacramento Counties.

Prior to CNC, Pablo served as Director of the Dolores Huerta Community Organizing Institute, where he developed trainings for base building, and directed political action campaigns for organizations throughout California. In addition, he developed service-learning programs with San Jose State University, the National Association of Social Workers, and Loyola Marymount University. In partnership with LMU, he initiated the development of the first micro-finance program focusing exclusively on farm workers in the United States.

CONTACT

PHONE:
916-542-8490

WEBSITE:
www.cncedfund.org

EMAIL:
pablo@cncedfund.org

WORK EXPERIENCE

Communities for a New California Education Fund, Executive Director May 2011– Present

- Founding Executive Director
- Work closely with board of directors to establish 4 regional offices with 11 staff serving 13 rural California counties.
- Oversee daily operations of the organization, providing executive direction of all Integrated Voter Engagement strategy
- Set and meet aggressive annual fund development goals, in partnership with board of directors, to secure financial support from philanthropic foundations, individual donors, and government funding sources.
- Identify and implement staffing requirements for efficient operations, maintaining a strong culture and work climate that both attracts and retains staff members and fulfills the organization's mission.
- Development and maintenance of organizational public policy compliance manual in conjunction with organization's attorney.

JG and Associates, Public Policy Analyst, Communications Director 2008 –2011

- Development and implementation of Federal political strategy.
- Development of public policy issue research.
- Program design of national community organizing projects.

Dolores Huerta Foundation, Director, Dolores Huerta Community Organizing Institute 2004-2008

- Developed community organizer trainings focused on volunteer recruitment and retention for organizations throughout California.
- Fund development, grant writing
- Develop service learning programs in conjunction with universities such as Loyola Marymount University, San Jose State University and organizations such as the National Association of Social Workers.

PROFESSIONAL AFFILIATIONS

- Board Member of Community Water Center Action Fund, Visalia, CA
- Past Board Chair, Americans for Democratic Action, Washington, D.C.
- Past Board Member, La Peña Cultural Center, Berkeley, CA
- Past Board Member, Chicano Latino Youth Leadership Project, Sacramento, CA
- Past Board Member, California Common Cause, Sacramento, CA

Ivy R Torres

Program in Public Health, 653 E. Peltason Drive, Suite 2010, AIRB, Irvine, CA 92697
760-318-5957 | irtorres@uci.edu

EDUCATION

Doctor of Philosophy, Public Health
Public Health, Disease Prevention
University of California, Irvine

Irvine, CA
Sept. 2017-Present

Master of Arts, Mexican American Studies
Policy Studies
San Jose State University

San Jose, CA
May 2013

Bachelor of Science, Development Sociology – Cum Laude
Minor in Latina/o Studies
Cornell University

Ithaca, NY
May 2009

RESEARCH INTERESTS

- Intersection of race, socioeconomic status, gender, age, and immigration status in production of health inequities
- Contribution of environmental and work-related exposures in adulthood to health later in life
- Influence of racialized and classed processes on health inequities

PEER-REVIEWED PUBLICATIONS

1. LeBrón AMW, **Torres IR**, Valencia E, López Dominguez M, Garcia-Sanchez DG, Logue MD, Wu J. (2019). The State of Public Health Lead Policies: Implications for Urban Health Inequities and Recommendations for Health Equity. *International Journal of Environmental Research and Public Health*. DOI: 10.3390/ijerph16061064

PRESENTATIONS

Torres, IR. “Immigration Policies, Capitalism, and the Latina/o Occupational Fatality Rate: A Conceptual Framework.” American Public Health Association Annual Meeting, November 2018, San Diego, California.

Lozano, M., **Torres, IR.** “Documenting Hazards and the Injury Experiences of Scrap Metal Recycling Workers.” National Occupational Health Internship Program Videoconference, August 2018, Chicago, Illinois.

Torres, IR. “Searching for a Cure: Cross-Border Health Care Utilization among Mexican Immigrants in the Coachella Valley.” Applied Chicana/o Studies Capstone Course Presentation, December 2012, San Jose, California.

Torres, IR. “Conceptualizing Mexicana Immigrants: The Intersection of Immigration Status, Race, Class, and Gender.” 40th Annual National Association for Chicana and Chicano Studies Conference, March 2012, Chicago, Illinois.

RESEARCH EXPERIENCE

Graduate Student Affiliate

(Anti-) Soil Lead Project, University of California, Irvine

Irvine, CA

Jan. 2018–Present

- Conduct background research on adverse health effects of lead exposure
- Prepared lead policy analysis to identify points of intervention at the local and state level

Graduate Student Researcher

UCI Engage, University of California, Irvine

Irvine, CA

Jan. 2019–June 2019

- Conduct research on university-based models of community engagement for the development of UCI Engage's three-year strategic plan
- Collaborate with other GSRs to convene focus groups with UCI faculty and local community organizations to identify opportunities and challenges for community engagement
- Cultivate stories of engagement between UCI and community partners for Great Partners campaign

Intern

Occupational Health Internship Program, Centro de Trabajadores Unidos

Chicago, IL

June 2018–Aug. 2018

- Designed and implemented research project to document working conditions of e-waste recycling workers in Southeast Chicago, IL
- Recruited and surveyed workers
- Developed industry-specific safety materials for workers

Research and Evaluation Associate

Health Assessment and Research for Communities

Palm Desert, CA

Sept. 2015–June 2017

- Collaborated with Director of Research to design appropriate research and evaluation plans, protocols, and instruments for a variety of data collection methods, including interviews, focus groups, and surveys
- Collected data for research and evaluation via online surveys, literature reviews, interviews, and focus groups

WORK EXPERIENCE

Latino Education and Outreach Coordinator

Alzheimer's Association

Rancho Mirage, CA

Sept. 2014–Sept. 2015

- Coordinated and facilitated Latino Outreach Network monthly meetings that averaged an attendance of 20 local agency representatives
- Facilitated three Spanish support groups for caregivers
- Conducted trainings for family caregivers on Alzheimer's and best practices for managing behaviors and community presentations to raise awareness on Alzheimer's disease

Program Assistant

College of the Desert, CalWORKs Program

Palm Desert, CA

Jan. 2014–Aug. 2014

- Assisted students with inquiries regarding program, qualification requirements, and services offered
- Conducted initial interview of new students
- Liaised with Riverside County Department of Public Social Services

Student Assistant

Secondary Education Internship Credential Program

San Jose, CA

Jan. 2012–May 2013

- Assisted prospective students with admissions process to credential program

- Tracked admitted students' progress toward degree completion
- Managed program budget and annual financial reports
- Served as point of contact for government agencies and partner school districts

Receptionist

San Jose, CA

Senior Adults Legal Assistance

Aug. 2011–May 2013

- Assisted clients with questions regarding SALA's services and referred clients to appropriate agencies for additional resources
- Compiled data on demographics of individuals served and completed monthly status reports for funding purposes
- Coordinated program in which private attorneys volunteered to complete wills at no charge for low-income seniors

Fluency Tutor

Thermal, CA

AmeriCorps Promote Program

Oct. 2010–Aug. 2011

- Worked with 30 students in 1st-3rd grade to improve reading fluency
- Developed and implemented original lesson plans to meet instructional needs of individual students
- Implemented science lesson plans for 70 3rd-6th graders in after school program
- Coordinated six-week science camp for 30 2nd-5th graders

AmeriCorps Vista

Pharr, TX

The National Farm Workers Service Center

Aug. 2009–Aug. 2010

- Co-coordinated after-school and summer program that served over 80 school-aged youth
- Fostered relationships with parents to grow after school program
- Recruited volunteers, part-time staff members, and work-study students
- Established partnerships and relationships with community organizations, schools, University of Texas, Pan American, and community members

TEACHING EXPERIENCE

Teaching Assistant

- AIDS Fundamentals (Fall 2019)
- Introduction of Epidemiology (Summer 2019)
- Social Epidemiology (Fall 2018)

LEADERSHIP EXPERIENCE

Public Health Representative

Irvine, CA

Diverse Educational Community and Doctoral Experience (DECADE)

January 2018–Present

- Liaise with campus-wide DECADE and organize Public Health DECADE programs to support doctoral students from diverse backgrounds

PROFESSIONAL ORGANIZATION MEMBERSHIP

American Public Health Association

2018-Present

HONORS AND AWARDS

Nevin Graduate Endowment Fellowship	2017–2022
Graduate Equity Fellowship, San Jose State University	2011–2012

Grant Activity

“Understanding the Health of Latina/o Immigrant Workers: The Role of Primary Care Providers in Assessing Occupational Histories.” NIOSH Southern California Education and Research Center, \$9,722, 2019-2020.

CERTIFICATIONS

Mentoring in Excellence Program University of California, Irvine	Irvine, CA In progress
LGBT Aging Cultural Competency SAGECare	Los Angeles, CA March 2015

LANGUAGES

Fluent in Spanish

TERESA ALVAREZ

Phone: (760) 399-6092

Email: tsegovia001@gmail.com

EDUCATION

Master of Arts in Psychology, *Antioch University, Santa Barbara, 2013*

Bachelor of Arts, *University of California, Santa Barbara, 2009*

Sociology and Women's Studies Major with a Minor in Educational Studies

RELEVANT EXPERIENCE

Associate Director, *Carpinteria Children's Project, January 2019-Present*

- Oversee day-to-day operations.
- Supervise and mentor 22 staff to ensure CCP provides high-quality, appropriate, and culturally sensitive early childhood education, family support programs, and volunteer programs.
- Set goals and monitor implementation of initiatives with support of program managers.
- Train staff as appropriate, lead agency's learning and evaluation system.
- Ensure contractual expectations and program targets are met. Evaluate program effectiveness and stay current with research in field.
- Assist with budget development and management.

Executive Director, *El Centrito Family Learning Centers, March 2017-November 2019*

- Coordinate fund development activity.
- Oversee extensive grant submission.
- Assist Board in development of fundraising goals.
- Assure a high degree of visibility in the community, including social media platforms.
- Prepare annual budget and provide updated financial reports.
- Develop improved methods, systems, procedures and policies to more effectively implement programs.
- Monitor and review program data and evaluation reports to track performance outcomes and program impact.
- Provide professional leadership to the Board of Directors to assure the development of an effective and motivated board, including the identification, recruitment, training, fundraising, and involvement of members in meeting the goals of the organization.
- Oversee four sites, a 1-million-dollar budget and a team of 22 employees.

Family Resource Center Director, *Carpinteria Children Project, September 2015-February 2017*

- Ensure contractual expectations and program targets are met. Enter data into databases or spreadsheets to reflect services provided and data collected.
- Supervise the maintenance of accurate and confidential Family Resource Center (FRC) client files and data tracking using required systems while complying with ethical and legal standards of practice.
- Supervise and provide support for 22 staff members.
- Organize health screenings and other community events that promote children's wellness, school readiness and success.
- Maintain oversight of expenditures to ensure FRC-related costs are within budget.
- Developed policies and procedures to effectively run the program- created handbook.
- Oversaw grants totaling over \$167,000 which contribute to project's \$1.5 million budget.

- Work closely with the Executive Director and Board on nonprofit transition, strategic planning and fundraising.
- Represent the FRC at CCP county-level meetings, community events, and conferences.

Research and Evaluation Associate, HARC, Inc., Palm Desert, July 2014-August 2015

- Designed appropriate research and evaluation plans, protocols, and instruments for a variety of data collection methods, including but not limited to, interviews, focus groups, and surveys.
- Collected data for research and evaluation studies utilizing best practices in the field, including but not limited to programming and disseminating online surveys, literature reviews, data entry, conducting interviews and focus groups.
- Wrote research and evaluation reports on veterans, uninsured individuals and children 0 to 5, that accurately summarized findings and were understandable for a lay audience, including narrative, tables, charts, and other data visualization tools as appropriate.

Latino Education & Outreach Coordinator, Alzheimer's Association, Rancho Mirage, October 2013-June 2014

- Identified, established and maintained contacts with community based organizations, churches, community agencies and senior centers to market and provide services.
- Coordinated the development and implementation of programs for Latino families in the region.
- Handled program inquiries and maintained records & statistics on program participants to report to National Alzheimer's Association.
- Conducted education workshops and events for caregivers and other interested parties.

Office Manager & PR, Boys & Girls Club of Carpinteria, August 2012-June 2013

- Organized the annual benefit auction and dinner for 300 attendees and raised approximately \$100,000. This required entering donation data into Greater Giving donor software as well as soliciting donations from corporate and local companies.
- Planned and conducted programming for active members of the club (Silly Science, Art, and cultural projects and activities).
- Served as a liaison between different companies, schools, non-profits and professionals to raise awareness on club issues, activities and events.

Site Based Program Coordinator & Match Support Specialist, Big Brothers Big Sisters of the Desert, February 2011- December 2011

- Recruited and trained incoming volunteer mentors and mentees.
- Administered assessments to track program outcomes.
- Interviewed prospective mentee and mentor participants.
- Ensured on-going monitoring and supervision of 70 mentor-mentee relationships through case management.
- Supervisory Responsibilities: This position supervised 35 interns and high school volunteers at designated sites (YMCA and Boys and Girls Club).

PROFESSIONAL AND COMMUNITY AFFILIATIONS

Board Member, Future Leaders of America, Santa Barbara, March 2019-present

Commissioner, First 5, Santa Barbara, July 2018-present

Mentor, Fighting Back Mentor Program, Santa Barbara, October 2010-2018

Appendix E: Contact Information for References

Reference 1

Name: Cecilia Arias

Title: Community Benefit Manager

Organization: Kaiser Permanente

Relevant Project: HARC conducted the 2018-2019 CHNA and Implementation Strategy Plan (similar to a CHIP) for two Kaiser Permanente hospitals: Riverside and Moreno Valley. Note that the Moreno Valley hospital's service area includes the entirety of the Coachella Valley.

Phone: 951-602-4193

Email: Cecilia.X.Arias@kp.org

Address: 11080 Magnolia Avenue, Riverside, CA 92505

Reference 2

Name: Dr. Christopher Yadron

Title: Vice President of West Region and Betty Ford Center Administrator

Organization: Betty Ford Center

Relevant Project: HARC conducted the 2018 CHNA and Implementation Strategy Plan (similar to a CHIP) for Betty Ford Center. Note that Betty Ford Center's defined geography is the Coachella Valley.

Phone: 760-423-6801

Email: cyadron@hazeldenbettyford.org

Address: 39000 Bob Hope Drive, Rancho Mirage, CA 92270

Reference 3

Name: Erica Russo

Title: Community Services Superintendent

Organization: City of Temecula

Relevant Project: HARC conducted a CHNA related to cancer for the Southwest Riverside County Cancer Care Task Force, a coalition of several cities, county agencies, and care providers, of which the City of Temecula was the fiscal agent.

Phone: 951-693-3995

Email: Erica.russo@temeculaca.gov

Address: 41000 Main Street, Temecula, CA 92590

HARC, Inc.
Gantt-Style Workplan/Timeline:
WITH primary data collection

Month	Jan.				Feb.				Mar.				April					May					June					July					Aug.				Sept.				
Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39		
Step 1: Reflect & Strategize																																									
Kick-Off Meeting																																									
Step 2: Identify & Engage Stakeholders																																									
Identify AC candidates																																									
Invite AC candidates																																									
Finalize AC																																									
Set up monthly meetings																																									
Send invites to monthly AC meetings																																									
Monthly AC Meetings																																									
Step 3: Define the Community																																									
Define community with AC																																									
Gather data sources																																									
Present list of data sources																																									
Produce "feasibility" report																																									
Step 4: Collect & Analyze Data																																									
Analyze existing data																																									
In-depth analysis of HARC data																																									
Write report																																									
Identify gaps in existing data																																									
Primary data collection (if needed)																																									
Revise report to include primary data results																																									
Step 5: Prioritize Community Health Issues																																									
Prioritize needs with AC & DHCD/F																																									
Door-to-door outreach																																									
Analyze door-to-door community input																																									
Report door-to-door input, possibly revise priorities																																									
Step 6: Document & Communicate Results																																									
Add section to CHNA report re: priorities & outreach																																									
Create, review, & finalize CHNA report & handout																																									
Schedule community meetings																																									
Publicize community meetings																																									
Host 14 community meetings																																									

Month	Jan.				Feb.				Mar.				April					May					June					July					Aug.				Sept.				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39		
Step 7: Plan Implementation Strategies																																									
Share community input with DHCD/F																																									
Logic modeling (goals, outputs, outcomes, etc.)																																									
Create CHIP report from logic model																																									
Step 8: Implement Strategies																																									
Identify next steps (partners, timelines, budgets, etc.)																																									
Add "next steps" to CHIP report																																									
Create "community dashboard" content																																									
Step 9: Evaluate Progress																																									
Design evaluation plan																																									
Finalize CHIP report (with evaluation plan)																																									

Sometime in October: present results to DHCD/F Board.

Phase	Tasks	Key People	Completed no later than:
Project Management			
	Biweekly updates	HARC, DHCD/F	Ongoing
	Invoicing (monthly)	HARC	Ongoing
Step 1: Reflect & Strategize			
	Kick-Off Meeting	HARC, DHCD/F, CNCEF	1/10/2020
	Establish RACI roles		
	Discuss project and timeline		
	Discuss CHNA approaches, pros & cons		
Step 2: Identify & Engage Stakeholders			
	Identify Advisory Council (AC) candidates	HARC, DHCD/F	1/15/2020
	Invite AC candidates	HARC	1/17/2020
	Finalize AC	HARC	1/24/2020
	Schedule monthly AC meetings around CV	HARC	1/31/2020
	Send invites to AC to monthly AC meetings	HARC	1/31/2020
	Host 9 monthly AC meetings around the CV	HARC, AC, CNCEF	Ongoing
Step 3: Define the Community			
	Host meeting to define community	HARC, CNCEF, DHCD/F, AC	2/7/2020
	Create list of data sources, present to DHCD/F	HARC	2/7/2020
	Review data sources, request additional if needed	DHCD/F	2/12/2020
	Create "feasibility" report for DHCD/F BOD	HARC	2/28/2020
Step 4: Collect & Analyze Data			
	Analyze & synthesize secondary data	HARC	3/31/2020
	In-depth analysis of new triennial survey data	HARC	4/10/2020
	Write up results (basis of CHNA report), send report to DHCD/F	HARC	4/10/2020
	Review report, identify gaps in existing data (if any exist)	DHCD/F	4/15/2020
	Design and implement primary data collection (if needed). Methods TBD based on what data is missing and who it needs to be collected from.	HARC, CNCEF, DHCD/F, AC	5/15/2020
	Revise the report to include findings from primary data collection (if applicable).	HARC	5/15/2020
Step 5: Prioritize Community Health Issues			
	Meeting to review CHNA results, prioritize health needs based on magnitude, severity, disparities, ability to effect change	HARC, DHCD/F, AC	5/22/2020
	Door-to-door community outreach to get community input on prioritization of health needs	CNCEF, HARC, AC	6/19/2020
	Analyze door-to-door community input	HARC	6/26/2020

Phase	Tasks	Key People	Completed no later than:
	Report door-to-door community input to DHCD/F, revise selected top 5 health needs if needed	HARC, CNCEF	6/30/2020
Step 6: Document & Communicate the Results			
	Add sections to CHNA report on door-to-door outreach, process of selecting top 5 priorities	HARC	7/10/2020
	Create 1-page summary of CHNA for public	HARC	7/10/2020
	Review CHNA report and 1-page summary, request revisions	DHCD/F	7/15/2020
	Revise CHNA report and 1-page summary based on DHCD/F feedback, create final versions		7/22/2020
	Schedule 14 community events (includes booking venue, food, childcare, and translation) to gather community input on potential implementation strategies	HARC	5/30/2020
	Publicize 14 community events (postcard mailings, PSAs, community outreach, etc.)	HARC, AC, CNCEF	7/22/2020
	Host 14 community events (2 in each zone), each with food, incentives, childcare, and translation services	HARC, CNCEF	8/14/2020
Step 7: Plan Implementation Strategies			
	Present results of 14 community meetings' input on implementation strategies to DHCD/F	HARC, CNCEF	8/21/2020
	Logic modeling session to develop implementation strategies to address the top 5 needs (e.g., short-term and long-term goals, outputs, outcomes, etc.)	HARC, DHCD/F, CNCEF	8/28/2020
	Expand logic model, create implementation strategies portion of CHIP report	HARC	9/4/2020
Step 8: Implement Strategies			
	Collaboratively develop "next steps" plan to address implementation strategies (e.g., identifying key players, external partners, approximate timelines, funding needs, etc.)	HARC, DHCD/F	9/11/2020
	Expand work from "next steps" meeting into written plan, add to the CHIP report	HARC	9/18/2020
	Create "community dashboard" content, provide to DHCD/F	HARC	9/18/2020
Step 9: Evaluate Progress			
	Design evaluation plan, based on the CHIP content (logic model, etc.), incorporate into the CHIP report	HARC	9/25/2020
	Submit final CHIP report to DHCD/F for review	HARC	9/25/2020
	Review CHIP report, request revisions	DHCD/F	9/29/2020
	Revise CHIP report based on DHCD/F feedback, send final CHIP report	HARC	10/1/2020
Other Tasks			
	Present results of entire CHNA and CHIP process to DHCD/F Board	HARC	10/31/2020

HARC, Inc.
Gantt-Style Workplan/Timeline:
WITHOUT primary data collection

Month	Jan.				Feb.				Mar.				April					May					June					July					Aug.				Sept.				
Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39		
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Publicize community meetings																																									
Host 14 community meetings																																									

WITHOUT primary data collection

Phase	Tasks	Key People	Completed no later than:
Project Management			
	Biweekly updates	HARC, DHCD/F	Ongoing
	Invoicing (monthly)	HARC	Ongoing
Step 1: Reflect & Strategize			
	Kick-Off Meeting	HARC, DHCD/F, CNCEF	1/10/2020
	Establish RACI roles		
	Discuss project and timeline		
	Discuss CHNA approaches, pros & cons		
Step 2: Identify & Engage Stakeholders			
	Identify Advisory Council (AC) candidates	HARC, DHCD/F	1/15/2020
	Invite AC candidates	HARC	1/17/2020
	Finalize AC	HARC	1/24/2020
	Schedule monthly AC meetings around CV	HARC	1/31/2020
	Send invites to AC to monthly AC meetings	HARC	1/31/2020
	Host 9 monthly AC meetings around the CV	HARC, AC, CNCEF	Ongoing
Step 3: Define the Community			
	Host meeting to define community	HARC, CNCEF, DHCD/F, AC	2/7/2020
	Create list of data sources, present to DHCD/F	HARC	2/7/2020
	Review data sources, request additional if needed	DHCD/F	2/12/2020
	Create "feasibility" report for DHCD/F BOD	HARC	2/28/2020
Step 4: Collect & Analyze Data			
	Analyze & synthesize secondary data	HARC	3/31/2020
	In-depth analysis of new triennial survey data	HARC	4/10/2020
	Write up results (basis of CHNA report), send report to DHCD/F	HARC	4/10/2020
	Review report, establish no gaps in existing data	DHCD/F	4/15/2020
Step 5: Prioritize Community Health Issues			
	Meeting to review CHNA results, prioritize health needs based on magnitude, severity, disparities, ability to effect change	HARC, DHCD/F, AC	4/22/2020
	Door-to-door community outreach to get community input on prioritization of health needs	CNCEF, HARC, AC	5/8/2020
	Analyze door-to-door community input	HARC	5/15/2020
	Report door-to-door community input to DHCD/F, revise selected top 5 health needs if needed	HARC, CNCEF	5/22/2020
Step 6: Document & Communicate the Results			
	Add sections to CHNA report on door-to-door outreach, process of selecting top 5 priorities	HARC	6/5/2020
	Create 1-page summary of CHNA for public	HARC	6/5/2020

WITHOUT primary data collection

Phase	Tasks	Key People	Completed no later than:
	Review CHNA report and 1-page summary, request revisions	DHCD/F	6/10/2020
	Revise CHNA report and 1-page summary based on DHCD/F feedback, create final versions		6/12/2020
	Schedule 14 community events (includes booking venue, food, childcare, and translation) to gather community input on potential implementation strategies	HARC	4/17/2020
	Publicize 14 community events (postcard mailings, PSAs, community outreach, etc.)	HARC, AC, CNCEF	6/12/2020
	Host 14 community events (2 in each zone), each with food, incentives, childcare, and translation services	HARC, CNCEF	7/17/2020
Step 7: Plan Implementation Strategies			
	Present results of 14 community meetings' input on implementation strategies to DHCD/F	HARC, CNCEF	7/24/2020
	Logic modeling session to develop implementation strategies to address the top 5 needs (e.g., short-term and long-term goals, outputs, outcomes, etc.)	HARC, DHCD/F, CNCEF	7/31/2020
	Expand logic model, create implementation strategies portion of CHIP report	HARC	8/14/2020
Step 8: Implement Strategies			
	Collaboratively develop "next steps" plan to address implementation strategies (e.g., identifying key players, external partners, approximate timelines, funding needs, etc.)	HARC, DHCD/F	8/31/2020
	Expand work from "next steps" meeting into written plan, add to the CHIP report	HARC	9/11/2020
	Create "community dashboard" content, provide to DHCD/F	HARC	9/11/2020
Step 9: Evaluate Progress			
	Design evaluation plan, based on the CHIP content (logic model, etc.), incorporate into the CHIP report	HARC	9/18/2020
	Submit final CHIP report to DHCD/F for review	HARC	9/25/2020
	Review CHIP report, request revisions	DHCD/F	9/29/2020
	Revise CHIP report based on DHCD/F feedback, send final CHIP report	HARC	10/1/2020
Other Tasks			
	Present results of entire CHNA and CHIP process to DHCD/F Board	HARC	10/31/2020

Overall Budget Narrative

HARC's proposed project budget is in the pages that follow. For complete transparency, there are several sheets of numbers that comprise this budget, including:

- Overall Budget: The complete but simplified 9-month budget for the total project.
- Labor Budget: This includes HARC, HARC's former staff who are contract researchers on the project, and CNC. HARC's salaries are broken out by fiscal year, since the project spans two fiscal years.
- Indirect fees: This describes the indirect costs that are pertinent to the project, based on HARC staff's FTE on the project. It is also broken out by the two fiscal years, as some costs will differ.
- Other Costs: This describes the non-labor costs, including mileage, publicizing the community engagement, and hosting 14 community events.

The narrative here is intended to explain the numbers from these spreadsheets. For ease of reading, it is presented not in two chunks (i.e., spreadsheets and then narratives) but in an every-other-format (e.g., labor spreadsheet, labor narrative, indirect spreadsheet, indirect narrative, etc.). We hope that this makes it simple to read and understand.

LABOR				
HARC Staff	Position	FTE on Project	Project Hours	Project Salary
	Chief Executive Officer	0.20	312	\$18,576
	Director of Research & Eval	0.40	624	\$26,662
	Research Associate	0.35	546	\$15,200
	Research Assistant	0.35	546	\$11,427
	Administrative Manager	0.20	312	\$8,172
	<i>Subtotal HARC salaries</i>		2,340	\$80,037
	HARC Indirect Expenses (see separate sheet)			\$30,913
	Subtotal: HARC Salaries + Indirects			\$110,950
Contract Researchers/ Former HARC staff	Individual	Hourly Rate	Project Hours	Project Salary
	Ivy Torres (10 hrs/week x 9 months)	30	360	\$10,800
	Teresa Alvarez (10 hrs/week x 9 months)	30	360	\$10,800
	Subtotal Contract Researchers		720	\$21,600
CNC	Item	Hourly Rate	Project Hours	Project Salary
	Door-to-door outreach: 20 canvassers x 5 hour shifts x 8 days of work	\$16	800	\$12,800
	Door-to-door outreach: Team leader for 25 hours to supervise canvassers	\$20	40	\$800
	14 Meetings: 2 staff x 3 hours per event x 14 events	\$16	84	\$1,344
	Team leader 20 hours/month to participate in project leadership (meetings, providing input, etc.)	\$20	180	\$3,600
	<i>Subtotal CNC salaries</i>		1,104	\$18,544
	15% Administration/Indirect Rate			\$2,782
	Subtotal CNC Salaries + Indirects			\$21,326
LABOR SUBTOTAL				\$153,876

OTHER COSTS				
	Advisory Council			\$22,590
	Mileage			\$1,800
	Publicity			\$39,920
	14 community events			\$29,190
	Potential primary data collection costs (possibly not incurred)			\$45,000
OTHER SUBTOTAL				\$138,500

OVERALL TOTAL				\$292,376
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FY	HARC Staff	Full-Time Salary	# of months on project	Amt. for months on project	FTE on Project	Project Salary	Project Hours
19-20	Chief Executive Officer	\$117,704	6	\$58,852	0.20	\$11,770	208
	Director of Research & Eval	\$86,955	6	\$43,478	0.40	\$17,391	416
	Research Associate	\$56,093	6	\$28,047	0.35	\$9,816	364
	Research Assistant	\$43,533	6	\$21,767	0.35	\$7,618	364
	Administrative Manager	\$52,861	6	\$26,431	0.20	\$5,286	208
	<i>Sub-Total FY 19-20</i>	<i>\$357,146</i>					<i>\$51,882</i>
20-21	Chief Executive Officer	\$136,103	3	\$34,026	0.20	\$6,805	104
	Director of Research & Eval	\$92,705	3	\$23,176	0.40	\$9,271	208
	Research Associate	\$61,526	3	\$15,382	0.35	\$5,384	182
	Research Assistant	\$43,533	3	\$10,883	0.35	\$3,809	182
	Administrative Manager	\$57,727	3	\$14,432	0.20	\$2,886	104
	<i>Subtotal FY 20-21</i>	<i>\$391,594</i>					<i>\$28,155</i>
<i>Total HARC Salaries</i>						<i>\$80,037</i>	<i>2,340</i>
Indirect Expenses (see separate sheet, "HARC Indirect Cost")						\$30,913	
Total HARC Salaries plus indirect expenses						\$110,950	

Contract Researchers/Former Staff	Hourly Pay	# of months	# of hours/month on	Total hours on project	Project Cost	Project Hours
Ivy Torres	\$30	9	40	360	\$10,800	360
Teresa Alvarez	\$30	9	40	360	\$10,800	360
Total contract researchers					\$21,600	720

CNC Community Outreach	Hourly Pay	# of months	# of hours/month on	Total hours on project	Project Cost	Project Hours
Door-to-door: 20 people (10 teams) 8 days a month (4 weekends) 5 hours/day	\$16	1	800	800	\$12,800	800
Door-to-door: Supervisor	\$20	1	40	40	\$800	40
14 events (\$16/hr x 2 people x 3 hrs x 14 events)	\$16	1	84	84	\$1,344	84
Anna Lisa Vargas: Meetings (e.g., Advisory Council, DHCD/F, etc.), contributing to ideas, etc.	\$20	9	20	180	\$3,600	180
<i>Subtotal CNC Salaries</i>					<i>\$18,544</i>	<i>1,104</i>
15% Indirect Rate					\$2,782	
Total CNC Labor					\$21,326	

Overall Labor Total					\$153,875	4,164
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“Labor Costs” Budget Narrative

A Note on Salaries

Part of HARC’s recent strategic plan is a commitment to make HARC a great place to work so that we can attract and retain high-quality, talented staff. One of the steps we took to reach this goal is conducting an assessment to make sure salaries are competitive, and if not, provide raises. Our original goal was to provide salaries that are in the top quartile for comparable nonprofit jobs in Southern California (with adjustments for the high education levels required for research, as well as bilingual capabilities).

To this end, in early 2019, we purchased the Compensation and Benefits Report (2018 edition) for Southern and Central California Nonprofit Organizations, produced by the Center for Nonprofit Management. Results indicated that all HARC staff were underpaid by varying degrees. Thus, we reframed the goal to provide salaries that are *at or above the median* for comparable nonprofit jobs in Southern California (with adjustments for the high education levels required for research, as well as bilingual capabilities).

The gap between the targeted salary (based on the analysis) and the current salary was assessed, as illustrated in the table below. Because the increase to put our Research Assistant at the target goal was relatively small (i.e., under \$10,000), we raised his salary to the median in FY 19-20. For the three positions where the difference was between \$10,000 and \$15,000, we decided to take two years to reach the target: half of the difference as a raise in FY 19-20 and the other half in FY 20-21. For the CEO, the large amount of the discrepancy (\$55,694) was determined to be phased over three years: 1/3 in FY 19-20, 1/3 in FY 20-21, and 1/3 in FY 21-22. This was at the discretion of the CEO; HARC’s Board offered to target two years for her as well.

Name	FY 18-19 Salary	Target Salary per Analysis	Difference	Years to get there
Jenna LeComte-Hinely, PhD Chief Executive Officer	\$98,808	\$154,502	\$55,694	3
Casey Leier, PhD Director of Research	\$80,700	\$92,706	\$12,006	2
Chris Morin, MS Research Associate	\$50,160	\$61,026	\$10,866	2
Theresa Sama Administrative Manager	\$47,496	\$57,727	\$10,231	2
Gerardo Quintana Research Assistant	\$37,440	\$43,127	\$5,687	1

Relevant to this proposal, the proposed project would occur during FY 19-20 (six months, from January to June 2020), and FY 20-21 (three months, from July 2020 to the end of September 2020).

To that end, our salaries for the first 2/3 of the project are those in the “FY 19-20” column of the table below, while our salaries for the second 1/3 of the project are in the “FY 20-21” column of the table on the next page.

Name	FY 19-20	FY 20-21
Jenna LeComte-Hinely, PhD Chief Executive Officer	\$117,704	\$136,103
Casey Leier, PhD Director of Research	\$86,955	\$92,705
Chris Morin, MS Research Associate	\$56,093	\$61,526
Theresa Sama Administrative Manager	\$52,861	\$57,727
Gerardo Quintana Research Assistant	\$40,533	\$43,126

We recognize that these raises are aggressive (i.e., more than cost-of-living or traditional merit-based raises in nonprofits) and wanted to explain our reasoning to the reviewers here.

As such, the “Labor Costs” spreadsheet breaks out the two separate fiscal years, to show precise numbers for DHCD/F.

Chief Executive Officer: Dr. Jenna LeComte-Hinely

HARC’s CEO will be overseeing the project, supervising both HARC staff and contractors. She will also be weighing in on community partners, the advisory council, engagement methods, and attending meetings with DHCD/F staff and Board, Advisory Council, and community members. She will be reviewing all deliverables for this project prior to submission to ensure they are high quality. This will take approximately 20% of her time during the nine months of the project, for a total of 312 hours dedicated to the project.

Director of Research & Evaluation: Dr. Cassandra (Casey) Leier

HARC’s Director of Research will be the project lead on this particular project. She will organize and delegate tasks and pull the many moving parts together on this project. She will identify data sources, be the liaison with the Advisory Council, and lead the reports to DHCD/F every other week. She will be writing and/or reviewing all reports and other deliverables for this project. She will host the English-language community engagement events, with HARC staff and CNCEF supporting her. This will take approximately 40% of her time during the nine months of the project, or 624 hours.

Research Associate: Chris Morin

Mr. Morin will support Dr. Leier on any and all tasks, such as data gathering, data mapping, data analysis, writing reports, hosting community engagement meetings, interfacing with contractors and CNCEF, and more. This will take approximately 30% of his time during the nine months of the project, which is a total of 546 hours.

Research Assistant: Gerardo (Jerry) Quintana

Mr. Quintana will support Dr. Leier and Mr. Morin on any and all tasks, such as publicizing events, running any Spanish-language community engagement, working with the Advisory Council, gathering and analyzing data, writing reports, and more. This will take approximately 30% of his time during the nine months of the project, which is a total of 546 hours.

Administrative Manager: Theresa Sama

Ms. Sama will be responsible for the administrative tasks, such as billing and invoicing, payments to subcontractors, booking venues for Advisory Council meetings and community engagement meetings, booking interpreters, childcare, and food for meetings, etc. This will take approximately 20% of her time during the nine months of the project, or 312 hours.

HARC Contractors (former HARC staff)

HARC has two former research associates who have since moved on; one to graduate school to obtain her PhD (Ivy Torres) and another to C-Suite leadership positions at other nonprofits near her husband's family (Teresa Alvarez, née Segovia).

Both are eager and willing to work for HARC as contractors on this project. Both have Masters' degrees, are fully fluent in both English and Spanish, and worked for HARC for years. As such, they both have a wealth of experience in community-based research that is perfect for this project. Additionally, both grew up in the Coachella Valley, both wish to return to the Coachella Valley, and both have family members who live in the Coachella Valley. Thus, they are very invested in this project. Each has committed to working approximately 10 hours per week (not to exceed 40 hours per month) over the nine months of this project. Their hourly rate is \$30/hour. Combined, they will give HARC and DHCD/F an additional 720 hours of work for this project.

Communities for a New California Education Fund (CNCEF)

The first wave of community outreach is door-to-door canvassing done by 20 CNCEF canvassers over one month. Each canvasser will be paid at the rate of \$16/hour. In CNCEF's experience, weekends are the best days to canvass and actually reach people. As such, it will be conducted on four weekends (eight days total) in teams of two (for safety). CNCEF has found greatest success with having canvassers work five hours per day. Thus, the 20 canvassers will be working 40 hours each over the single month of outreach (8 days x 5 hours a day). The 20 canvassers will be overseen by a supervisor who assigns shifts, neighborhoods, etc. This supervisor, who is paid \$20/hour, will work all 40 of the canvassing hours.

The second wave of community outreach is hosting 14 community meetings. Two CNCEF canvassers will attend each of these meetings to support HARC, help with facilitation, sign-in, refreshments, coordination with the venue, etc. With set-up and take-down, each of the 14 meetings will require about three hours of work.

The Coachella Valley CNCEF lead, Anna Lisa Vargas, will be working an average of 20 hours per month on this project. This will include her time to organize the door-to-door and the community meetings, but also to act as a thought leader with HARC. As such, she will attend Advisory Council meetings, some meetings with DHCD/F (e.g., presenting results of outreach, logic modeling, prioritizing needs, etc.). She will also be available via email and phone call if issues arise.

The 15% indirect rate helps to cover mileage, overhead, office space, etc.

HARC, Inc.
HARC Indirect Costs

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Indirect Line Items Under FY 19-20 Budget	FY 19-20 Budget	# of months on project	Amt. for # of months	Avg. FTE on project	Cost for Project
Salary-related expenses					
6560 · Payroll Fees	\$2,035	6	\$1,018	0.3	\$305
7260 · Workers Comp.	\$2,800	6	\$1,400	0.3	\$420
7240 · Employee benefits - not pension	\$36,480	6	\$18,240	0.3	\$5,472
7250 · Payroll taxes	\$29,000	6	\$14,500	0.3	\$4,350
Other Professional Fees					
7520 · Accounting fees	\$3,900	6	\$1,950	0.3	\$585
7565 · Audit fees	\$7,800	6	\$3,900	0.3	\$1,170
401K Plan					
7644 · 401K Matching	\$10,000	6	\$5,000	0.3	\$1,500
7642 · 401K Fees	\$1,740	6	\$870	0.3	\$261
Non-personnel expenses					
8165 · Rent	\$20,400	6	\$10,200	0.3	\$3,060
8110 · Office Supplies	\$1,500	6	\$750	0.3	\$225
8131 · Cell phones	\$6,000	6	\$3,000	0.3	\$900
8130 · Phone & internet	\$2,000	6	\$1,000	0.3	\$300
8168 · Utilities	\$2,800	6	\$1,400	0.3	\$420
8520 · Insurance	\$5,700	6	\$2,850	0.3	\$855
8560 · Computer services/Software	\$4,500	6	\$2,250	0.3	\$675
TOTAL EXPENSES	<u>\$136,655</u>		<u>\$68,328</u>		<u>\$20,498</u>

Indirect Line Items Under FY 20-21 Budget	FY 20-21 Budget	# of months on project	Amt. for # of months	Avg. FTE on project	Cost for Project
Salary-related expenses					
6560 · Payroll Fees	\$2,239	3	\$560	0.3	\$168
7260 · Workers Comp.	\$2,800	3	\$700	0.3	\$210
7240 · Employee benefits - not pension	\$36,480	3	\$9,120	0.3	\$2,736
7250 · Payroll taxes	\$29,000	3	\$7,250	0.3	\$2,175
Other Professional Fees					
7520 · Accounting fees	\$3,900	3	\$975	0.3	\$293
7565 · Audit fees	\$7,800	3	\$1,950	0.3	\$585
401K Plan					
7644 · 401K Matching	\$12,000	3	\$3,000	0.3	\$900
7642 · 401K Fees	\$1,740	3	\$435	0.3	\$131
Non-personnel expenses					
8165 · Rent	\$20,400	3	\$5,100	0.3	\$1,530
8110 · Office Supplies	\$1,500	3	\$375	0.3	\$113
8131 · Cell phones	\$6,000	3	\$1,500	0.3	\$450
8130 · Phone & internet	\$2,000	3	\$500	0.3	\$150
8168 · Utilities	\$2,800	3	\$700	0.3	\$210
8520 · Insurance	\$5,700	3	\$1,425	0.3	\$428
8560 · Computer services/Software	\$4,500	3	\$1,125	0.3	\$338
TOTAL EXPENSES	<u>\$138,859</u>		<u>\$34,715</u>		<u>\$10,414</u>

TOTAL INDIRECT EXPENSES ON PROJECT \$30,913

Note: No indirect costs are applied to HARC's contractors (Ivy Torres, Teresa Alvarez, or CNC) or the "other" costs (mileage, publicity, events, etc.) as they are based on HARC staff labor hours.

HARC Indirect Costs Budget Narrative

Two HARC staff are working at .20 FTE on the project, one at .40, and two at .35. Thus, the average FTE across the five HARC staff for this project is .30. As such, HARC is charging 30% of the indirect line items over the duration of the nine-month project.

Since the nine months span two fiscal years (19-20 and 20-21), both are presented: six months' worth of 19-20 and three months' worth of 20-21. Note that some line items increase in FY 20-21, as is to be expected.

Note: No indirect costs are applied to HARC's contractors (Ivy Torres, Teresa Alvarez, or CNCEF) or the "other" costs (mileage, publicity, events); this is solely based on HARC staff labor hours.

CNCEF has their own indirect costs (15% of salaries) which is include on the "Labor Costs" spreadsheet.

LINE ITEM	COST
Advisory Council	
\$200/month x 9 months of work x 11 advisory council members	\$19,800
Refreshments for 9 monthly meetings (\$10/person/meeting)	\$990
Room rentals for 9 meetings (2 at HARC, then 1 in each Zone; \$200/meeting)	\$1,800
Subtotal for Advisory Council	\$22,590
Mileage (using the federal reimbursement rate of .58/mile)	
Mileage for HARC staff (14 community meetings, 9 Advisory Council meetings, approx. 9 meetings at DHCD, all approximately 40 miles RT plus misc. = about 1500 miles)	\$800
Mileage for CNC (same as HARC's mileage, plus door-to-door for a month)	\$1,000
Subtotal for Mileage	\$1,800
Publicity for Events	
Direct mail postcard to every household and PO box in CV (both languages), 196,000 cards	\$32,000
Desert Sun	\$3,000
Desert Mobile Home News (print, color, 1/2 page size, 2 weeks)	\$1,160
KLOB - La Suavecita (Spanish radio) 60 second PSAs, ~60 spots	\$1,000
La Poderosa (Spanish radio) 60 second PSAs, ~60 spots	\$1,000
La Prensa (Spanish newspaper) 1/4 page (6" wide x 10.5" tall)	\$1,260
Facebook (both languages)	\$500
Subtotal for Publicity	\$39,920
Events	
Room rentals for community events (\$500/event x 14 events)	\$7,000
Incentives (2 \$100 Visa gift cards plus activation fees = \$210/event) x 14 events	\$2,940
Refreshments for community events (\$400/event x 14 events)	\$5,600
Licensed childcare at community events (2 workers per event, \$25/hour, 3 hours) x 14 events	\$2,100
Real-time translation English-to-Spanish at community events (\$100/hour x 2 hours) x 14 events	\$2,800
ASL translation (2 translators for 2 hours plus travel = \$500/event) x 14 events	\$7,000
Printing flyers/handouts at events (\$100/event x 14 events)	\$1,400
Slido for live polling	\$350
Subtotal for 14 events	\$29,190
Potential Primary Data Collection	
Placeholder, will be spent only if DHCD/F determines more primary data collection is needed. Exact methods TBD by HARC, CNCEF, AC, and DHCD/F in collaboration; will be based on what type of data is missing and from whom. Placeholder is based on rough estimates for in-person, mailed, or online surveys with extensive incentives to help us reach hard-to-measure populations.	\$45,000
Overall Total for Non-Labor Costs (excluding potential primary data collection)	\$93,500
Overall Total for Non-Labor Costs (including potential primary data collection)	\$138,500

Other Non-Labor Costs Budget Narrative

Advisory Council

To guide our community engagement we will develop an Advisory Council (AC), made up of 11 total members: one community member from each of DHCD/F's seven zones as well as two leaders from organizations related to health equity in the Coachella Valley and two content matter experts.

AC members will be paid \$200/month for the duration of the nine-month project, in recognition of their valuable time and expertise. They will be expected to attend one meeting per month and be responsive via email or telephone as needed. They will help us to identify how to engage with communities, and help us get the word out about the project and the community engagement events. The meetings will be catered, and will rotate, with two at the HARC offices and one in each of the seven zones. We will pay for the use of facilities.

Mileage

In order to properly engage the community, both HARC and CNC will need to be out and about in the community, meeting the residents where they live, work, and play. This will include for the 14 community meetings, the nine AC meetings, various meetings with DHCD/F staff and Board, and general project management. As such, there will be substantial mileage for both, calculated at .58/mile per the federal reimbursement rate. We request \$800 for HARC and \$1,000 for CNCEF (higher due to the door-to-door canvassing).

Publicity

The 14 community engagement meetings that are planned will only be successful if the community members actually *come* to the meetings. Thus, HARC will engage in publicity efforts to make community members aware of the upcoming events, the benefits of attending (e.g., a chance to have your voice heard, free food, free childcare, potential incentives, etc.), and the dates, times, and locations of each. This will encourage participation. It is important to have publicity in both English and Spanish in order to be fully inclusive of our community.

We plan to send a dual-language postcard to every household in the Coachella Valley, including PO boxes. This is approximately 196,000 cards.

We also plan to do print media (Desert Sun, Desert Mobile Home News, La Prensa) and Spanish-language radio (La Suavecita, La Poderosa) based on our prior experience of reaching people. Cost estimates here are for a single month's worth of publicity. We will also be posting about the events on Facebook and using Facebook advertising and "boosting" posts to ensure more people see them and come to the events.

Events

Each of the 14 community events has many moving parts.

Room Rentals

First, the events must be located in easily accessible locations embedded in the community, at sites such as the North Shore Yacht Club, the James O. Jessie Desert Highland Unity Center,

Desert Mirage High School, etc. We will pay each of these venues for the use of space. While many would likely donate the space, this promotes equity and goodwill and future partnerships, and enhances the wellbeing of those important organizations who serve community members at these sites.

Incentives

Incentives will be provided; at each event two attendees will be randomly selected (via tickets provided to them when they walk in) to win a \$100 Visa card.

Refreshments

Events are always better-attended when food is served, and thus, HARC will provide free meals at each event. HARC will ensure that local vendors are hired to provide this food, again enriching our local community and ensuring goodwill and cooperation.

Childcare

To encourage parents to attend, free on-site childcare will be provided during the meetings by licensed childcare providers. We will include two workers per event. Again, local childcare agencies will be hired to provide this care so that we are employing the very community we strive to engage.

Translation

Next, events must be accessible in terms of language; HARC proposes to host some meetings in English and some in Spanish, depending on the demographics of the surrounding community. However, translation to the opposite language will be provided at every event. Additionally, American Sign Language (ASL) translation will also be provided at every event; the deaf community is historically not engaged in these events, and HARC strives to do better. Translation to ASL can be tiring and thus any event over an hour requires two translators.

Printing

We will be providing the community members with copies of the one-page handout that describes the CHNA results and top five priorities so that they can be informed of the findings and engage in true deliberative discussion. Thus, there will be some printing costs incurred.

Live Polling

Additionally, we plan to use the program Slido to allow for live polling by simply using smartphones. This helps to encourage participation from audience members while allowing them to maintain anonymity and feel comfortable.

These efforts will ensure that the community events are well-attended, even by those who traditionally do not engage (e.g., those who must provide childcare during those hours, those who are deaf or hard of hearing, etc.).

Potential Primary Data Collection

If, during Step 4, “Collect and Analyze Data”, DHCD/F determines that there are gaps in the existing secondary data, it will necessitate collection of primary data. The exact methods will depend on the data that is missing. For example, if DHCD/F determines that data is missing on health needs for migrant farmworkers, the appropriate approach might be to have CNCEF conduct in-person interviews through partners such as Galilee Center or the Mecca Family and Farmworkers’ Service Center. If, on the other hand, DHCD/F determined that there was not enough data on, say, vegetarianism (and that was desired), the appropriate approach might be to conduct a mailed survey to a random sample of 20,000 households across the Valley. In short, it is impossible to determine which methods are most appropriate until the secondary data collection has been gathered, synthesized, and reviewed by DHCD/F.

As such, we have put a placeholder of \$45,000 for data collection costs into the budget, and a placeholder of one month’s worth of data collection into the timeline. If DHCD/F determines there are no substantive gaps and there is no need for primary data collection, this \$45,000 will not be used, and that one month of time will be allocated to other later task, where extra time would be most welcome.

If, on the other hand, DHCD/F determines there are gaps, HARC will design and implement data collection, not to exceed the cost of \$45,000. This number is based on HARC’s extensive experience; it should cover the costs of mailed surveys, in-person interviews by CNCEF, phone surveys, or online surveys, all with extensive incentives to encourage people to participate. It is possible that the total cost would be lower than \$45,000, but HARC and DHCD/F will work together to design the best methods for the job.