



# Monterey County Board of Supervisors

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Salinas, CA 93901  
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## Board Order

A motion was made by Supervisor Chris Lopez, seconded by Supervisor John M. Phillips to:

**Agreement No.: A-15313; Amendment No. 1**

- a. Approve and authorize the Director or the Assistant Director of the Department of Social Services to sign amendment #1 with Housing Resource Center of Monterey County for Housing and Family Stabilization Support Program services adding \$1,960,057.00 for a new contract total of \$5,360,057.00; and
- b. Authorize the Director or the Assistant Director of the Department of Social Services to sign up to three (3) amendments to this agreement where the total amendments do not exceed 10% (\$536,005) of the contract amount, and do not significantly change the scope of work.

PASSED AND ADOPTED on this 17<sup>th</sup> day of May 2022, by roll call vote:

AYES: Supervisors Alejo, Phillips, Lopez, Askew and Adams  
NOES: None  
ABSENT: None  
(Government Code 54953)

I, Valerie Ralph, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 82 for the meeting May 17, 2022.

Dated: May 20, 2022  
File ID: A 22-182  
Agenda Item No.: 34

Valerie Ralph, Clerk of the Board of Supervisors  
County of Monterey, State of California

Julian Lorenzana, Deputy

**COUNTY OF MONTEREY**  
**Amendment #1 to Agreement 5010-HRC-FY2021-2023**  
**Housing Resource Center of Monterey County**

**This Amendment #1** is made and entered into by and between the County of Monterey, a political subdivision of the State of California, (hereinafter “COUNTY”), and the Housing Resource Center of Monterey County (hereinafter “CONTRACTOR”).

**WHEREAS**, COUNTY and CONTRACTOR entered into an agreement for Housing Support Program services for the period of July 1, 2021 – June 30, 2023 for a contract total of \$3,400,000.00 (hereinafter “Original Agreement”)

**WHEREAS**, the parties wish to amend the Agreement via **Amendment #1** revising the scope of services to **expand program eligibility and services** and adding **\$1,960,057.00** with no change to the contract term for a revised contract total of **\$5,360,057.00**.

**AGREEMENT**

**Now Therefore**, the parties agree to amend the Agreement as follows:

This Agreement is hereby amended on the terms and conditions as set forth in the Original Agreement incorporated herein by this reference, except as specifically set forth below.

1. **Section 2.0, Paragraph titled “PAYMENT PROVISIONS” is amended to read as follows:**

“County shall pay CONTRACTOR in accordance with the payment provisions set forth in **Exhibit A**, subject to the limitations set forth in this agreement. The total amount payable by County to CONTRACTOR under this Agreement shall not exceed **5,360,057.00**”.

2. **Exhibit AA** reflects changes in the following sections:

**C**, page 1, updates the contractor contact information.

**F.2**, page 2, and **H**. page 3. reflect the update to scope based on program expansion.

**G.2**, page 2, adds a new performance goal

**P.1**, page 22, is amended as follows:

“The total amount payable by County to for the period July 1, 2021 through June 30, 2022 shall approximate **two million two-hundred two thousand fifteen dollars and zero cents (\$2,202,015.00)**”.

**P.2**, page 23, is amended as follows:

“ The total amount payable by COUNTY to CONTRACTOR for the period July 1, 2022 through June 30, 2023 shall approximate **three million one hundred fifty-eight thousand forty-two dollars and zero cents (\$3,158,042.00)**”.

**P.3**, page 23, is amended to read as follows:

“The maximum amount paid by County to CONTRACTOR under this Agreement shall not exceed the sum of **five million three hundred sixty thousand fifty-seven dollars and zero cents (\$5,360,057.00)** as detailed in the **Budget (Exhibit CC)**.”

**P.5**, page 23, is amended as follows:

“The invoices for both programs shall be submitted on the form set forth in **Exhibit DD** for the period July 1, 2021 through June 30, 2022.”

**P.6**, page 23, is amended as follows:

“The invoices for both programs shall be submitted on the form set forth in **Exhibit DD-1** for the period of July 1, 2022 through June 30, 2023”.

3. **Exhibit A-1** ‘Program Expansion’ is a new exhibit that outlines elements of program expansion: program eligibility and core service components; guidelines on homeless prevention expansion; and fiscal and budget considerations.
4. **Exhibit BB** updates Section V- ‘**5.01 Contact Administrator -CONTRACTOR**’ to **Alexa Johnson**
5. **Exhibit CC** reflects the addition of the **\$1,960,057.00** and the new contract total of **\$5,360,057.00**.
6. **Exhibits DD** and **DD-1** are the revised invoices.
7. Except as provided herein, all remaining terms, conditions and provisions of the original Agreement are unchanged and unaffected by this Amendment #1 and shall continue in full force and effect as set forth in the original Agreement.
8. A copy of this Amendment #1 shall be attached to the Original Agreement.

(Remainder of page intentionally blank)

IN WITNESS HEREOF, the parties hereby execute this amendment as follows:

**COUNTY OF MONTEREY:**

**CONTRACTOR:**

DocuSigned by:  
*Lori A. Medina, DSS Director*  
By: \_\_\_\_\_  
DF027950448749D  
Lori A. Medina  
DSS Director

DocuSigned by:  
*[Signature]*  
By: \_\_\_\_\_  
7FF1DCFC4AF483...  
(Chair, President, Vice-President)

Date: 5/23/2022 | 9:50 AM PDT

\_\_\_\_\_  
(Print Name & Title)

4/5/2022 | 8:25 AM PDT

Date: \_\_\_\_\_

DocuSigned by:  
*[Signature]*  
By: \_\_\_\_\_  
A74093D286C443C...  
(Secretary, CFO, Treasurer)

\_\_\_\_\_  
(Print Name and Title)

4/12/2022 | 11:22 AM PDT

Date: \_\_\_\_\_

**Approved as to Form:**

DocuSigned by:  
*Anne Breerton, County Counsel*  
\_\_\_\_\_  
07025F3AA36B4A4...  
Deputy County Counsel

4/12/2022 | 2:14 PM PDT

Date: \_\_\_\_\_

**Approved as to Fiscal Provisions:**

DocuSigned by:  
*Joey Nolasco*  
\_\_\_\_\_  
F60C442ED05B437...  
Auditor Controller's Office

4/14/2022 | 3:16 PM PDT

Date: \_\_\_\_\_

## SCOPE OF SERVICES/PAYMENT PROVISIONS

### HOUSING RESOURCE CENTER OF MONTEREY COUNTY

- A. **TOTAL FUNDING** \$3,400,000.00 (July 1, 2021 – June 30, 2023)  
**\$1,960,057.00 (July 1, 2021 – June 30, 2023)**  
**\$5,360,057.00 (CFDA #93.558)**
- B. **CONTRACT TERM** July 1, 2021 to June 30, 2023
- C. **CONTACT INFORMATION**  
County Contract Monitor: Monterey County Department of Social Services  
Denise Vienne, Management Analyst  
1000 S. Main Street, Suite 301 Salinas, CA 93901  
Phone: (831) 755-4484 Fax: (831) 755-8477  
[vienned@co.monterey.ca.us](mailto:vienned@co.monterey.ca.us)
- Contractor Information: Housing Resource Center of Monterey County  
**Alexa Johnson, Executive Director**  
60 W. Market St., Suite 130 Salinas, CA 93901  
Phone: (831) 424-9186 Fax: (831) 424-9187  
[alexaj@hrcmc.org](mailto:alexaj@hrcmc.org)
- Location of Services: Housing Resource Center of Monterey County  
60 W. Market St., Suite 130 Salinas, CA 93901  
Phone: (831) 424-9186 Fax: (831) 424-9187
- D. **CONTRACT AWARD INFORMATION**  
CONTRACTOR DUNS Number: 621459010  
Date County Awarded Funding: July 1, 2021  
CFDA PASSTHROUGH INFORMATION AND DOLLAR AMOUNT: CFDA #93.558  
**\$5,360,057.00**  
Federal Award Description: Temporary Assistance for Needy Families  
Research and Development: No  
Indirect Cost Rate: 0%
- E. **PURPOSE**  
The purpose of this agreement is to provide administrative and temporary housing subsidy funding to CONTRACTOR to provide housing case management, program housing search, placement support, and rental subsidies for CalWORKs customers referred to CONTRACTOR by COUNTY Department of Social Services for the Housing Support (HSP) and Family Stabilization (FS) programs.

### HOUSING SUPPORT PROGRAM

- F. **PROGRAM DESIGN**  
F.1 In 2014, the California Department of Social Services (CDSS) received special authority to launch a new Housing Support (HSP) program. Per Senate Bill (SB) 855 (Chapter 29, Statutes of 2014), housing support in the CalWORKs program is necessary

## SCOPE OF SERVICES/PAYMENT PROVISIONS

to assist families working towards achieving self-sufficiency. Homelessness and housing instability in the CalWORKs program is a challenging problem that impacts children's wellbeing and their parents' ability to engage in employment. The objective of the CalWORKs HSP is to promote housing stability for families in the CalWORKs program.

- F.2 In 2021, AB 135 (Chapter 85) expanded eligibility for HSP to include families in CalWORKs who are at-risk of homelessness including recipients who have not yet received an eviction notice, and for whom housing instability would be a barrier to self-sufficiency or child well-being. Exhibit A-1 outlines expanded program eligibility, definitions, and guidelines.
- a. CONTRACTOR shall expand all aspects of existing program administration to accommodate program expansion in accordance with Exhibit A-1. This includes updating program policies and procedures for client assessment, case management and housing support to accommodate homeless prevention services as defined and based on criteria specified in Exhibit A-1.
    - i. CONTRACTOR will update program prioritization to accommodate determination and vulnerability assessment for at-risk of homelessness (Exhibit A-1, pg.3).
    - ii. CONTRACTOR case management to serve families at-risk of homelessness will compliment but not replace or supplant traditional CalWORKs case management (Exhibit A-1, pg. 6).
    - iii. CONTRACTOR will establish prioritization to limit overall spending of homeless prevention assistance for families at-risk of homelessness to no more than 30 percent of fiscal year 2021-2022 allocation as per program definitions and table outlined in Exhibit A-1, pp.3-6.
  - b. CONTRACTOR shall provide staff and services to perform intake, case management, housing assessment, housing search, placement, and on-going housing subsidy payments for a minimum of 60 eligible HSP CalWORKs customers each month.
    - i. CONTRACTOR will update and share with COUNTY all program documents and forms to implement HSP program expansion (Exhibit A-1). Relevant program documents include program policies, procedures, client agreements, intake forms, case management and housing navigation templates, and public facing program materials.
  - c. For HSP purposes, the COUNTY shall be the HSP Social Service Aide and/or HSP Analyst.

### G. PERFORMANCE GOALS

- G.1 Provide rapid rehousing and housing navigation services to support and place 80 families into permanent housing per year.
- G.2 Provide Housing Stabilization services to support 25 families at risk of homelessness
- G.3 75% of all referred customers are scheduled to attend an intake and assessment within five (5) working days of CONTRACTOR receiving the customer referral from COUNTY.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- G.4 50% of all customers who attend and successfully complete the intake and assessment and fully participate in program services are placed in safe, clean, and affordable permanent housing within eight (8) weeks of their intake and assessment appointment.

### H. CONTRACTOR RESPONSIBILITIES

In accordance with the principles of this Agreement, the duties and responsibilities of CONTRACTOR are outlined as follows. **In accordance with Program Expansion Guidelines (Exhibit A-1), CONTRACTOR shall update and/or modify all contractor responsibilities here within. This includes updating any and all policies & procedures, performance goals, program administration, tracking and reporting, client intake and assessment, and housing search & housing stabilization services as dictated by AB 135 (Chapter 85) program expansion and program expansion guidelines (Exhibit A-1).** The CONTRACTOR shall:

#### H.1 Administration

- a. Provide programmatic oversight of the CONTRACTOR responsibilities provided under this Agreement.
- b. Monitor the programs through established processes and in compliance with applicable city, county, state, and federal regulations.
- c. Hold regularly scheduled case review meetings, no less than monthly, with internal program staff to review active cases and ensure adequate program operations.
- d. Invite COUNTY partners to attend the regularly scheduled case review meetings.
- e. Respond to deficiencies in meeting any service requirements in this Agreement within two (2) business days of the deficiency being identified through contract monitoring or reported by the COUNTY Contract Monitor.
  - i. Identification and response shall be captured in written communication.
  - ii. Corrective actions shall be agreed upon by both parties.
  - iii. Corrective actions shall be implemented as soon as deemed possible by both parties.
- f. Ensure appropriate staffing to support the administration and service provided for in this Agreement.
- g. Ensure replacement staffing is available to continue the uninterrupted provision of services under this Agreement in the event of staffing vacancies related to sickness, absence, or staffing changes.

#### H.2 Tracking & Reporting

- a. Maintain an ongoing and accurate secure program database that includes at minimum the C-IV Customer Identification Number, C-IV Case Number, Customer Last Name, Customer First Name, Housing Program, Date of Referral, Program Start Date, Program End Date, Final Outcome, Comments, and Monthly Progress Updates.
- b. Provide a monthly electronic copy of the data report to COUNTY Contract Monitor by the 10<sup>th</sup> day of the month following the month in which services were performed using secure email.
- c. Provide a current electronic copy of the data report via secure e-mail within three (3) business days of receiving a request from COUNTY.

#### H.3 Intake & Assessment

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- a. Accept customer referrals provided by COUNTY and respond within three (3) business days using secure electronic mail confirming receipt of the referral, Case Manager assigned, and the date the customer is scheduled to attend an intake and assessment or information that an attempt to reach the customer has been made.
- b. Inform COUNTY of missed appointments and provide updated appointment dates to COUNTY program contact as soon as information is available.
- c. Schedule newly referred customers to attend a comprehensive intake and assessment within five (5) days of receiving a customer referral from COUNTY barring the customer's unavailability.
- d. Provide emergency intake and assessments as requested by COUNTY to serve customers that require immediate temporary shelter and are "literally homeless" with children under the age of five (5) where failure to provide immediate temporary shelter may result in safety concerns for the children.
  - i. All ad-hoc intake and assessments shall be provided within two (2) business days of receiving a request from COUNTY.
- e. Develop, maintain, and provide program participant rules and expectations to each referred customer during the comprehensive intake and assessment process.
- f. Ensure that each comprehensive intake and assessment includes, but is not limited to:
  - i. A formal contact (in person, phone call, email, or letter) with the customer to schedule and confirm the intake and assessment within two (2) days of receiving the referral from COUNTY.
  - ii. The formal contact shall include a list of verification items the customer is required to bring to their intake and assessment appointment.
  - iii. Completion of ABCDM 228 Applicant's Authorization for Release of Information (Exhibit A-5), if not provided at time of COUNTY referral.
  - iv. One (1) additional formal contact (in person, phone call, email or letter) to remind the customer about the appointment and the verification items required.
  - v. A friendly greeting and welcome to CONTRACTOR services at the beginning of the appointment and discussion with the customer about why they have been referred for services, an overview of what services CONTRACTOR provides, which of those services the customer may be eligible for, and an opportunity for the customer to discuss any concerns they have prior to beginning the comprehensive intake and assessment.
  - vi. Verbal and written instructions for completion of CONTRACTOR'S program application materials.
  - vii. Delivery and discussion of the program participant rules and expectations.
  - viii. A thorough family assessment to determine the family size and housing needs to include, but not limited to, housing size, number of bedrooms required, number of bathrooms required, living space required, food preparation space required, and any additional special circumstances (disabilities, dependencies, or special requirements the family may have).
  - ix. A thorough financial assessment to include a comparison of all available family income and expenses.
  - x. Development of a thorough budget used to determine the amount of income available to pay for housing, if any, after accounting for all other



## SCOPE OF SERVICES/PAYMENT PROVISIONS

- regular expenses. CONTRACTOR shall encourage customers to pay for as much of their own housing as possible.
- x. Development of a thorough housing plan to include where temporary shelter will be obtained if required, scheduled hours for weekly housing search, short-term and long-term housing goals, along with projected milestone dates for housing applications, interviews, tours, and permanent housing placement.
  - xii. Completion of applications for available local low-income housing and housing lists to include, but not be limited to, Housing Authority (HA) Housing Choice Voucher (HCV) program, Community Homeless Solutions, Pueblo del Mar, Homeward Bound, and Sun Street Centers.
  - xiii. Discussion and identification of the local areas where housing is available and affordable along with a determination of where the customer desires to live. The discussion shall include access to and availability of childcare, the educational needs of school aged children, employment and activity needs of adults, and general public safety concerns for the areas.
  - xiv. Delivery and discussion of a thorough list of addresses and contact information for landlords affiliated with CONTRACTOR that have housing available in the area, have agreed to work with program customers, and have housing that the customer both desires and can afford.
  - xv. Delivery and discussion of housing search forms used by CONTRACTOR to include written instructions for how the form is to be completed, how often and on what days the form is required to be provided, and what happens if the form is not completed and provided timely.
  - xvi. A discussion accompanied with written instructions detailing when the customer's next appointment with CONTRACTOR will be, what the customer is expected to do between the current appointment and the next appointment, and who at the CONTRACTOR agency the customer can contact if they need assistance.
  - xvii. If requested and necessary, the Housing Case Manager shall make reservations and pay for safe, clean, and affordable temporary shelter starting the evening of the intake and assessment appointment and on a week-by-week basis per the customer's housing plan.
  - xviii. Inform customers that placement in temporary shelter is only guaranteed on a week-by-week basis and approval of payment for temporary shelter requires the customer to comply with, and participate in, their housing plan.
- H.4 Housing Placement
- a. Reserve, pay for, and place customers who have been referred to, and attended, a comprehensive intake and assessment in safe, clean, and affordable subsidized temporary shelter the same day that the customer attends the comprehensive intake and assessment appointment.
    - i. The temporary shelter placement shall meet minimum state and federal temporary shelter regulations or be a temporary shelter approved by the COUNTY.
    - ii. The temporary shelter placement shall be reserved for an initial minimum period of seven (7) days.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- iii. Temporary shelter shall be reserved and paid for continually and consecutively, as required, on a week-to-week basis.
- iv. Temporary shelter subsidies shall be discontinued when the customer has secured and moved into permanent housing, the customer's case is closed, or after one (1) month; whichever occurs first.
- v. An extension of temporary shelter reservations, payment, and placement may be provided beyond one (1) month, on a case-by-case basis, only if approved by the COUNTY.
- b. Identify, pay for, and place customers who have been referred to, and attended, intake and assessment and have complied with program rules and expectations, and their housing plan, in safe, clean, affordable, and desirable fully or partially subsidized permanent housing within eight (8) weeks of completing the intake and assessment appointment.
- c. Ensure the permanent subsidized housing meets minimum state and federal housing regulations or is approved by the COUNTY.
- d. Ensure that permanent housing, and additional fees such as application fees, utilities, basic furniture and appliances (beds, refrigerator, oven or microwave), and security deposit are secured and paid for continually and consecutively, as required, on a month-to-month basis.
  - i. Permanent shelter subsidies shall be discontinued when it is determined that the customer can afford full monthly permanent housing and utility costs, the customer's case is closed, or after six (6) months, whichever occurs first.
  - ii. An extension of permanent housing payments may be provided beyond six (6) months, on a case-by-case basis, only if approved by the COUNTY.
- e. Require each customer to agree to and sign a formal budget agreement between the customer and CONTRACTOR detailing the permanent housing subsidy arrangement amount, period, and instructions for the customer to comply with their housing plan.
  - i. Compliance with the housing plan is determined by participation with program requirements and expectations.
  - ii. Ensure that each budget requires the customer to pay a portion of the monthly rental amount. The portion shall gradually increase over time to ensure the customer is able to pay the full rent amount before the end of the permanent housing subsidy period.
- f. Record and report each customer's intake and assessment date, temporary subsidized shelter begin and end dates, permanent subsidized housing placement date, address, monthly rent amount, number of prior months of subsidized permanent housing payments issued, and the projected date for which subsidized permanent housing payments are expected to end in the service provider's secure program database.
- g. Serve as each referred customer's permanent housing advocate and provide coordination services between customers and current and prospective permanent housing landlords.
  - i. This includes providing the landlords with information about CONTRACTOR's services.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- h. Establish trust and confidence between the landlord, the customer, and CONTRACTOR.
  - i. This also includes: the identification of available housing that meets the customer's basic housing needs, obtaining and assisting the customer with completing housing application forms and fees, assistance with submission of housing applications and communication with landlords regarding the application and CONTRACTOR's service, conducting a thorough housing inspection with the customer to ensure permanent housing is clean, safe, affordable, and in a location acceptable to the customer, processing and issuance of approved monthly permanent housing subsidies, reporting of all customer housing issues and concerns to COUNTY, and serving as a reference for future permanent housing opportunities.
  - i. Identify and develop a network of Monterey County temporary and permanent housing landlords, service providers, and programs that work with low-income families to include but not be limited to: Housing Authority, Door to Hope, Community Homeless Solutions, Pueblo del Mar, and Sun Street Centers. Connect referred customers to these landlords, service providers and programs by providing a warm handoff via in person introductions or three-way phone conversations between CONTRACTOR, the customer, and the low-income service provider(s) identified.
  - j. Inform COUNTY of cases being closed by clearly documenting the reasons for closure in services database and completing the Case Closure Form (Exhibit A-2) and sending it to the COUNTY Program Contact using secure e-mail within seven (7) days of the actual closure date.
  - k. Complete and mail a formal Case Closure Letter (Exhibit A-3) including specific reasons unsatisfactory participation was indicated to the customer's last known address and provide a copy to COUNTY with the Case Closure Form for HSP referred customers who do not successfully complete either the intake and assessment process or do not participate in the program plan.
    - l. Ensure that customers not participating in program services are provided a minimum of three (3) opportunities to comply before their case is closed.
  - m. Complete and send a formal Case Denial Letter (Exhibit A-4) to COUNTY Program Contact indicating the specific reasons, behaviors, and violations that indicate that additional program services would not be appropriate for re-referred HSP customers who have been unsuccessful in previous HSP services or have engaged in serious program violations.
- H.5 Subsidized Housing List Development
  - a. Identify, develop, and maintain an accurate list of at least twenty (20) currently available subsidized housing locations that will work with CONTRACTOR to support the placement of up to twenty (20) referred families.
  - b. Update the housing list weekly and new listings shall be added to replace listings that are removed or no longer available.
    - i. The listing shall include subsidized housing sites accessible to customers living in South County (including, but not limited to, Bradley, Parkfield, Lockwood, and San Lucas), the Monterey Peninsula, and the greater Salinas areas.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- c. Develop and maintain sufficient subsidized housing sites to ensure each referred customer is placed within eight (8) weeks of completing the intake and assessment.
- d. Ensure that new subsidized housing sites are added to the list as needed to satisfy the number of referrals and time requirements outlined in this Agreement.
- e. Serve as the liaison to landlords and subsidized housing site contacts for each subsidized housing site developed. This includes, but is not limited to:
  - i. Providing each landlord/site contact with training on the program in regard to subsidized payment agreements, the customer's HRC housing plan, how subsidized payments are approved, CONTRACTOR'S expectations for the customer and landlord/site contact, and the requirement for landlord/site contacts to report timely any issues related to the customer that may result in eviction or termination of a subsidized permanent housing arrangement.
  - ii. Respond to landlord/site contact inquiries within forty-eight (48) hours.
- f. Ensure regular monthly contact is made with each landlord/site contact on the CONTRACTOR'S subsidized housing list to ensure listed housing is still available and landlord/site contact are ready to receive referred customers for placement.

### H.6 Program Staff

- a. Housing Program Manager
  - i. Provide one (1) Housing Program Manager at .75 FTE for both programs to supervise Program Staff and ensure daily compliance with the administrative and operational requirements detailed in this Agreement.
  - ii. The Housing Program Manager shall be the primary point of contact for regular programmatic service information.
    - a) For HSP Program, the Housing Program Manager shall communicate regularly with the COUNTY HSP Analysts and COUNTY HSP Social Services Aide.
  - ii. The Housing Program Manager shall be trained and qualified to carry out the role and responsibility of each program staff position should additional program support be needed in that position, especially in the support of the Housing Case Manager and Housing Specialist positions.
- b. Housing Case Manager
  - i. Provide three (3) Housing Case Managers at 3.0 FTE for intensive case management services related to both programs detailed in this Agreement.
  - ii. The Housing Case Manager shall ensure a complete intake and assessment is provided to each COUNTY referred customer per Section G.3 Intake and Assessment.
  - iii. Provide same-day intake and assessment for emergency referrals as directed by COUNTY in special circumstances.
    - a) The COUNTY may prioritize a referral as an emergency that supersedes providing program services to other COUNTY referred customers.
    - b) If unable to provide same-day intake and assessment for an emergency referral, ensure the Housing Program Manager contacts the COUNTY to discuss the limitation(s) and reason(s).

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- iv. Ensure temporary and permanent subsidized housing arrangements are made per the housing placement section above.
- v. Ensure weekly contact is made and recorded with each COUNTY referred customer during the first four (4) weeks of subsidized housing placement.
- vi. Ensure monthly contact is made and recorded with each COUNTY referred customer participating and complying with their housing plan.
- vii. Ensure each customer contact is used to determine the customers' needs, satisfaction with their subsidized temporary/permanent housing placement, and progress toward their housing plan.
- viii. Ensure that an electronic copy of each Weekly Housing Coordination Report is sent using secure electronic mail to the COUNTY FS Supervisors and County FS Analyst.
- ix. Ensure that each subsidized temporary and permanent subsidized housing arrangement is safe, clean, affordable, and desired by the customer.
- x. Ensure that customers with limited means of transportation are provided priority for subsidized housing placement close to their desired location (i.e. child's school or parent's work).
- xi. Immediately report to the COUNTY, within one (1) business day, if the customer misses the intake and assessment or a scheduled appointment. This report shall be made in writing using secure electronic mail.
  - a) The COUNTY shall assist in obtaining additional contact information and supporting the customer's completion of the intake and assessment as needed.
- xii. Make a minimum of three (3) attempts to contact a customer that misses a scheduled intake and assessment or appointment during the scheduled time.
  - a) Reschedule customers that respond to the contact attempts to attend the appointment within three (3) days of the successful contact.
- xiii. Provide support to COUNTY referred customers to address and resolve unsatisfactory participation with the housing plan as a component of regular monthly case management.
- xiv. Provide bi-lingual (English-Spanish) case management services either directly or through the use of an interpreter.
- xv. Identify the housing barriers of each COUNTY referred customer and make recommendations to the customer on how to assist in removing the barriers.
- xvi. Contact each newly housed customer within three (3) business days of the first day of the customer's move-in date to ensure the customer is satisfied and has their basic housing needs met.
- xvii. Close CONTRACTOR housing services when directed by the COUNTY and complete the Case Closure Form process.
  - a) Record the service closure on the service provider's secure program database indicating the service end date and appropriate final outcome.
- xviii. Respond using secure electronic mail to COUNTY inquiries about customer progress within two (2) business days.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- xix. Enter the service end date and service final outcome in the service provider's secure program database at the end of services for each COUNTY referred customer.
- c. Housing Specialist
  - i. Provide two and one-half (2.5) Housing Specialists at 2.5 FTE for both programs and to assist each COUNTY referred customer with temporary and permanent subsidized housing search and placement.
  - ii. The Housing Specialist position shall assist customers to transition into fully subsidized, or partially subsidized, housing based on the customer's needs and budget.
  - iii. The Housing Specialist shall identify and obtain subsidized temporary shelter the same day as the customer attends and completes the intake and assessment for FS program customers.
  - iv. The Housing Specialist shall identify and secure subsidized permanent housing for the customer within eight (8) weeks of completing the intake and assessment provided the customer is in compliance with the program housing plan.
  - v. The Housing Specialist shall provide basic housing search skills training and support to each COUNTY referred customer that they are assigned.
  - vi. The Housing Specialist shall work with each customer to identify potential barriers to housing interviews to include but not be limited to discussing evictions and/or felonies with prospective landlords, acquiring and demonstrating proper interview clothing, language, demeanor, and attitude.
  - vii. Ensure a current and accurate subsidized housing list is developed and maintained according to the Section H.5 Subsidized Housing List Development.
- d. Program Assistant
  - i. Provide one program assistant at .75 FTE for both programs. Program assistant will respond to referrals received from the COUNTY within three (3) business days using secure electronic mail to indicate the referral is received.
  - ii. Ensure each referred customer is scheduled to attend an intake and assessment within five (5) business days of receiving the referral from the COUNTY barring customer's unavailability.

### I. COUNTY RESPONSIBILITIES

In accordance with the principles of this Agreement, the duties and responsibilities of COUNTY are outlined as follows. The COUNTY shall:

#### I.1 Administration

- a. Provide programmatic oversight of the COUNTY responsibilities provided under this Agreement
- b. Review invoices and reports submitted by CONTRACTOR and process for payment.
- c. Communicate at a minimum within two (2) working days to:
  - i. Respond to any inquiries from CONTRACTOR regarding a referral or placement.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- ii. Share any changes in customer status or circumstances that impact CONTRACTOR.
  - d. Be available for monthly meetings and as needed with CONTRACTOR and/or customer.
  - e. Conduct a minimum of one (1) contract monitoring visit to evaluate service delivery and CONTRACTOR performance in relation to targets, goals, and responsibilities.
  - f. Provide written documentation of contract monitoring findings and recommendations to CONTRACTOR at the conclusion of each visit. Monitoring visits will include a review of each line item in this Agreement.
- I.2 Tracking & Reporting
  - a. Work closely with CONTRACTOR to obtain detailed program data on a monthly basis for completion of the state mandated HSP-14 monthly reporting requirements.
  - b. Report to the State as required regarding Housing Support Program expenditures and participation.
  - c. Act as the primary program contact with state level program administrator and ensure program applications, reports, and other requirements are met.
  - d. Monitor open cases to ensure client's continued program eligibility. If a case becomes ineligible for services, COUNTY will formally notify CONTRACTOR to discontinue services.
- I.3 Intake & Referral
  - a. Accept referrals directly from customers and verify program eligibility and indicate Program Code for fiscal claiming.
  - b. Manage and monitor waiting lists as needed
  - c. Make timely direct referrals to CONTRACTOR to provide housing/shelter and supportive services as outlined in this Agreement.
    - i. Maintain and refer up to forty (40) COUNTY HSP customers each month.
  - d. Submit the following referral information using secure electronic mail to CONTRACTOR on HSP Referral Form (Exhibit A-6):
    - i. Customer's C-IV Case Number, Customer's Last Name, Customer's First Name, Customer's working telephone number, Customer's mailing address, original COUNTY referral date and any additional information deemed necessary and relevant by the COUNTY.
    - ii. An electronic copy of the completed ABCDM 228 Applicant's Authorization for Release of Information if applicable (Exhibit A-5).
      - a) For referrals in which the customer has only provided verbal permission to send the program referral, CONTRACTOR shall follow-up with obtaining the ABCDM 228 upon the initial intake and assessment. No services beyond the intake shall be provided until the release form is completed.
- I.4 Program Staff
  - a. Provide staff and administration to ensure the duties and responsibilities of COUNTY are met, including but not limited to:
    - i. COUNTY HSP Analyst
    - ii. COUNTY HSP Social Services Aide

## SCOPE OF SERVICES/PAYMENT PROVISIONS

### J. DATA REPORTING INSTRUCTIONS & SUBMISSION

- J.1 CONTRACTOR shall provide comprehensive programmatic reports on a monthly basis. Data provided shall include but is not limited to all data elements reported to the California Department of Social Services HSP-14 report.
- J.2 Reports shall be submitted electronically using secure methods to the contract monitor no later than the 10<sup>th</sup> day of the month following the month in which services are delivered.

### FAMILY STABILIZATION PROGRAM

### K. PROGRAM DESIGN

- K.1 In 2014, Family Stabilization (FS) became a component of the California Work Opportunity and Responsibility to Kids (CalWORKs) Program that provides intensive case management and services to clients that meet the criteria set forth in AB 74. FS is designed to ensure a basic level of stability within a family prior to, or concurrently with, participation in Welfare-to-Work (WTW) activities. The goal of the FS program is to increase client success in light of the flexible WTW 24-Month Time Clock through more intensive case management and the assignment of clients to the additional activities or barrier removal services necessary to ultimately achieve self-sufficiency.
  - a. CONTRACTOR shall provide staff and services to perform intake, assessment, housing search, placement, and on-going housing subsidy payments for up to 20 eligible FS CalWORKs WTW customers each month.
  - b. For FS program purposes, the COUNTY shall be the FS Case Managers, FS Supervisors, and/or the FS Analyst.

### L. PERFORMANCE GOALS

- L.1 75% of all referred customers are scheduled to attend an intake and assessment within five (5) working days of CONTRACTOR receiving the customer referral from COUNTY.
- L.2 80% of COUNTY referred FS customers who attend and successfully complete the intake and assessment are placed in safe, clean, and affordable temporary shelter the same day that the intake and assessment are completed and until permanently housed or the case is closed.
- L.3 50% of all customers who attend and successfully complete the intake and assessment and fully participate in program's services are placed in safe, clean, and affordable permanent housing within eight (8) weeks of their intake and assessment appointment.

### M. CONTRACTOR RESPONSIBILITIES

In accordance with the principles of this Agreement, the duties and responsibilities of CONTRACTOR are outlined as follows. The CONTRACTOR shall:

#### M.1 Administration

- a. Provide programmatic oversight of the CONTRACTOR responsibilities provided under this Agreement.
- b. Monitor the programs through established processes and in compliance with applicable city, county, state, and federal regulations.
- c. Hold regularly scheduled case review meetings, no less than monthly, with internal program staff to review active cases and ensure adequate program operations.



## SCOPE OF SERVICES/PAYMENT PROVISIONS

- d. Invite COUNTY partners to attend these regularly scheduled case review meetings to review the status of the FCS program cases, including the number and progress of serviced customers, challenges, opportunities for improvement, and remaining services to be rendered. Attend additional meetings as scheduled and as needed to discuss other areas that affect either party to this Agreement.
  - e. Participate in an annual meeting of CalWORKs Employment Services (CWES) service providers convened by CWES that includes all CWES contractors.
  - f. Respond to deficiencies in meeting any service requirements in this Agreement within two (2) business days of the deficiency being identified through contract monitoring or reported by the COUNTY Contract Monitor.
    - i. Identification and response shall be captured in written communication. Corrective actions shall be agreed upon by both parties.
    - ii. Corrective actions shall be implemented as soon as deemed possible by both parties.
  - g. Ensure appropriate staffing to support the administration and services provided for in this Agreement.
  - h. Ensure replacement staffing is available to continue the uninterrupted provision of services under this Agreement in the event of staffing vacancies related to sickness, absence, or staffing changes.
- M.2 Tracking & Reporting
- a. Maintain an ongoing and accurate secure program database that includes at minimum the C-IV Customer Identification Number, C-IV Case Number, Customer Last Name, Customer First Name, Housing Program, Date of Referral, Program Start Date, Program End Date, Final Outcome, Comments, and Monthly Progress Updates.
  - b. Provide a monthly electronic copy of the data report to COUNTY Contract Monitor by the 10<sup>th</sup> day of the month following the month in which services were performed using secure email.
  - c. Provide a current electronic copy of the data report via secure e-mail within three (3) business days of receiving a request from COUNTY.
- M.3 Intake & Assessment
- a. Accept customer referrals provided by COUNTY and respond within three (3) business days using secure electronic mail confirming receipt of the referral, Case Manager assigned, and the date the customer is scheduled to attend an intake and assessment or information that an attempt to reach the customer has been made.
  - b. Inform COUNTY of missed appointments and provide updated appointment dates to COUNTY program contact as soon as information is available.
  - c. Schedule newly referred customers to attend a comprehensive intake and assessment within five (5) days of receiving a customer referral from COUNTY barring the customer's unavailability.
  - d. Provide emergency intake and assessments as requested by COUNTY to serve customers that require immediate temporary shelter and are "literally homeless" with children under the age of five (5) where failure to provide immediate temporary shelter may result in safety concerns for the children.
    - i. All ad-hoc intake and assessments shall be provided within two (2) business days of receiving a request from COUNTY.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- e. Develop, maintain, and provide program participant rules and expectations to each referred customer during the comprehensive intake and assessment process.
- f. Ensure that each comprehensive intake and assessment includes, but is not limited to:
  - i. A formal contact (in person, phone call, email, or letter) with the customer to schedule and confirm the intake and assessment within two (2) days of receiving the referral from COUNTY.
  - ii. The formal contact shall include a list of verification items the customer is required to bring to their intake and assessment appointment.
  - iii. Completion of ABCDM 228 Applicant's Authorization for Release of Information (Exhibit A-5), if not provided at time of COUNTY referral.
  - iv. One (1) additional formal contact (in person, phone call, email or letter) to remind the customer about the appointment and the verification items required.
  - v. A friendly greeting and welcome to CONTRACTOR services at the beginning of the appointment and discussion with the customer about why they have been referred for services, an overview of what services CONTRACTOR provides, which of those services the customer may be eligible for, and an opportunity for the customer to discuss any concerns they have prior to beginning the comprehensive intake and assessment.
  - vi. Verbal and written instructions for completion of CONTRACTOR'S program application materials.
  - vii. Delivery and discussion of the program participant rules and expectations.
  - viii. A thorough family assessment to determine the family size and housing needs to include, but not limited to, housing size, number of bedrooms required, number of bathrooms required, living space required, food preparation space required, and any additional special circumstances (disabilities, dependencies, or special requirements the family may have).
  - ix. A thorough financial assessment to include a comparison of all available family income and expenses.
  - x. Development of a thorough budget used to determine the amount of income available to pay for housing, if any, after accounting for all other regular expenses.
  - xi. Encourage customers to pay for as much of their own housing as possible.
  - xii. Development of a thorough housing plan to include where temporary shelter will be obtained if required, scheduled hours for weekly housing search, short-term and long-term housing goals, along with projected milestone dates for housing applications, interviews, tours, and permanent housing placement.
  - xiii. Completion of applications for available local low-income housing and housing lists to include, but not be limited to, Housing Authority (HA) Housing Choice Voucher (HCV) program, Community Homeless Solutions, Pueblo del Mar, Homeward Bound, and Sun Street Centers.
  - xiv. Discussion and identification of the local areas where housing is available and affordable along with a determination of where the customer desires to live.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- a) The discussion shall include access to and availability of childcare, the educational needs of school aged children, employment and activity needs of adults, and general public safety concerns for the areas.
  - xv. Delivery and discussion of a thorough list of addresses and contact information for landlords affiliated with CONTRACTOR that have housing available in the area, have agreed to work with program customers, and have housing that the customer both desires and can afford.
  - xvi. Delivery and discussion of housing search forms used by CONTRACTOR to include written instructions for how the form is to be completed, how often and on what days the form is required to be provided, and what happens if the form is not completed and provided timely.
  - xvii. A discussion accompanied with written instructions detailing when the customer's next appointment with CONTRACTOR will be, what the customer is expected to do between the current appointment and the next appointment, and who at the CONTRACTOR agency the customer can contact if they need assistance.
  - xviii. If requested and necessary, the Housing Case Manager shall make reservations and pay for safe, clean, and affordable temporary shelter starting the evening of the intake and assessment appointment and on a week-by-week basis per the customer's housing plan.
  - xix. Inform customers that placement in temporary shelter is only guaranteed on a week-by-week basis and approval of payment for temporary shelter requires the customer to comply with, and participate in, their housing plan.
  - xx. Immediately following the formal contact, a review of the customer's referral and information and a formal contact with the COUNTY FS Case Manager, if necessary, to obtain additional information about the customer that may be required to support the appointment.
  - xxi. A formal contact with the COUNTY FS Case Manager following the customer's intake and assessment to brief the COUNTY FS Case Manager on the information discussed at the appointment and to provide an electronic copy of the customer's housing plan.
- M.4 Housing Placement
- a. Reserve, pay for, and place customers who have been referred to, and attended, a comprehensive intake and assessment in safe, clean, and affordable subsidized temporary shelter the same day that the customer attends the comprehensive intake and assessment appointment.
    - i. The temporary shelter placement shall meet minimum state and federal temporary shelter regulations or be a temporary shelter approved by the COUNTY.
    - ii. The temporary shelter placement shall be reserved for an initial minimum period of seven (7) days.
    - iii. Temporary shelter shall be reserved and paid for continually and consecutively, as required, on a week-to-week basis.
    - iv. Temporary shelter subsidies shall be discontinued when the customer has secured and moved into permanent housing, the customer's case is closed, or after one (1) month; whichever occurs first.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- v. An extension of temporary shelter reservations, payment, and placement may be provided beyond one (1) month, on a case-by-case basis, only if approved by the COUNTY.
- b. Identify, pay for, and place customers who have been referred to, and attended, intake and assessment and have complied with program rules and expectations, and their housing plan, in safe, clean, affordable, and desirable fully or partially subsidized permanent housing within eight (8) weeks of completing the intake and assessment appointment.
- c. Ensure the permanent subsidized housing meets minimum state and federal housing regulations or is approved by the COUNTY.
  - i. Obtain COUNTY FS Supervisors approval prior to paying and placing customers in permanent housing.
- d. Ensure that permanent housing, and additional fees such as application fees, utilities, basic furniture and appliances (beds, refrigerator, oven or microwave), and security deposit are secured and paid for continually and consecutively, as required, on a month-to-month basis.
  - i. Permanent shelter subsidies shall be discontinued when it is determined that the customer can afford full monthly permanent housing and utility costs, the customer's case is closed, or after six (6) months, whichever occurs first.
  - ii. An extension of permanent housing payments may be provided beyond six (6) months, on a case-by-case basis, only if approved by the COUNTY.
  - iii. Obtain COUNTY FS Supervisors approval prior to issuing housing subsidies or paying additional fees and furnishing.
- e. Require each customer to agree to and sign a formal budget agreement between the customer and CONTRACTOR detailing the permanent housing subsidy arrangement amount, period, and instructions for the customer to comply with their housing plan.
  - i. Compliance with the housing plan is determined by participation with program requirements and expectations.
- f. Ensure that each budget requires the customer to pay a portion of the monthly rental amount. The portion shall gradually increase over time to ensure the customer is able to pay the full rent amount before the end of the permanent housing subsidy period.
- g. Provide the COUNTY FS Supervisors and FS Analyst with a copy of the formal budget agreement, signed by both the customer and CONTRACTOR for review and approval prior to issuing monthly permanent housing subsidies.
  - i. Written COUNTY FS Analyst or CWES Program Manager approval is required for each month that a housing subsidy will be paid by CONTRACTOR.
  - ii. Initial and additional permanent housing subsidies shall not be paid by CONTRACTOR without obtaining written COUNTY FS Supervisor, COUNTY FS Analyst or CWES Program Manager approval.
- h. Record and report each customer's intake and assessment date, temporary subsidized shelter begin and end dates, permanent subsidized housing placement date, address, monthly rent amount, number of prior months of subsidized

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- permanent housing payments issued, and the projected date for which subsidized permanent housing payments are expected to end in the service provider's secure program database.
- i. Serve as each referred customer's permanent housing advocate and provide coordination services between customers and current and prospective permanent housing landlords. This includes providing the landlords with information about CONTRACTOR's services.
  - j. Establish trust and confidence between the landlord, the customer, and CONTRACTOR. This also includes: the identification of available housing that meets the customer's basic housing needs, obtaining and assisting the customer with completing housing application forms and fees, assistance with submission of housing applications and communication with landlords regarding the application and CONTRACTOR's service, conducting a thorough housing inspection with the customer to ensure permanent housing is clean, safe, affordable, and in a location acceptable to the customer, processing and issuance of approved monthly permanent housing subsidies, reporting of all customer housing issues and concerns to COUNTY, and serving as a reference for future permanent housing opportunities.
  - k. Identify and develop a network of Monterey County temporary and permanent housing landlords, service providers, and programs that work with low-income families to include but not be limited to: Housing Authority, Door to Hope, Community Homeless Solutions, Pueblo Del Mar, Homeward Bound and Sun Street Centers. Connect referred customers to these landlords, service providers and programs by providing a warm handoff via in person introductions or three-way phone conversations between CONTRACTOR, the customer, and the low-income service provider(s) identified.
  - l. Obtain COUNTY permission prior to closing FS services and following standard closing processes.
- M.5 Subsidized Housing List Development
- a. Identify, develop, and maintain an accurate list of at least twenty (20) currently available subsidized housing locations that will work with CONTRACTOR to support the placement of up to twenty (20) referred families.
    - i. The housing list shall be updated weekly and new listings shall be added to replace listings that are removed or no longer available.
    - ii. The listing shall include subsidized housing sites accessible to customers living in South County (including, but not limited to, Bradley, Parkfield, Lockwood, and San Lucas), the Monterey Peninsula, and the greater Salinas areas.
  - b. Develop and maintain sufficient subsidized housing sites to ensure each referred customer is placed within eight (8) weeks of completing the intake and assessment. Ensure that new subsidized housing sites are added to the list as needed to satisfy the number of referrals and time requirements outlined in this Agreement.
  - c. Serve as the liaison to landlords and subsidized housing site contacts for each subsidized housing site developed. This includes, but is not limited to:
    - i. Providing each landlord/site contact with training on the program in regard to subsidized payment agreements, the customer's HRC housing plan, how

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- subsidized payments are approved, CONTRACTOR'S expectations for the customer and landlord/site contact, and the requirement for landlord/site contacts to report timely any issues related to the customer that may result in eviction or termination of a subsidized permanent housing arrangement.
- ii. Respond to landlord/site contact inquiries within forty-eight (48) hours.
  - d. Ensure regular monthly contact is made with each landlord/site contact on the CONTRACTOR'S subsidized housing list to ensure listed housing is still available and landlord/site contact are ready to receive referred customers for placement.
- M.6 Program Staff
- a. Housing Program Manager
    - i. Provide one (1) Housing Program Manager at .75 FTE to supervise the Program Staff for both programs and ensure daily compliance with the administrative and operational requirements detailed in this Agreement.
    - ii. The Housing Program Manager shall be the primary point of contact for regular programmatic service information.
      - a) For FS Program, the Housing Program Manager shall communicate regularly with the COUNTY FS Supervisors, COUNTY FS Analyst, and/or CWES Program Manager.
    - ii. The Housing Program Manager shall be trained and qualified to carry out the role and responsibility of each program staff position should additional program support be needed in that position, especially in the support of the Housing Case Manager and Housing Specialist positions.
    - iii. Attend additional FS Program meetings as necessary/required.
  - b. Housing Case Manager
    - i. Provide three (3) Housing Case Managers at 3.0 FTE to deliver intensive case management services for both programs detailed in this Agreement.
    - ii. The Housing Case Manager shall ensure a complete intake and assessment is provided to each COUNTY referred customer per Section G.3 Intake and Assessment.
    - iii. Provide same-day intake and assessment for emergency referrals as directed by COUNTY in special circumstances.
      - a) The COUNTY may prioritize a referral as an emergency that supersedes providing program services to other COUNTY referred customers.
      - b) If unable to provide same-day intake and assessment for an emergency referral, ensure the Housing Program Manager contacts the COUNTY to discuss the limitation(s) and reason(s).
    - iv. Ensure temporary and permanent subsidized housing arrangements are made per the housing placement section above.
    - v. Ensure weekly contact is made and recorded with each COUNTY referred customer during the first four (4) weeks of subsidized housing placement.
    - vi. Ensure monthly contact is made and recorded with each COUNTY referred customer participating and complying with their housing plan.
    - vii. Ensure each customer contact is used to determine the customers' needs, satisfaction with their subsidized temporary/permanent housing placement, and progress toward their housing plan.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- viii. Ensure that Weekly Housing Coordination Reports are completed by the Housing Specialist for each FS customer actively placed in subsidized temporary and permanent housing.
- ix. Ensure that an electronic copy of each Weekly Housing Coordination Report is sent using secure electronic mail to the COUNTY FS Supervisors.
- x. Ensure that each subsidized temporary and permanent subsidized housing arrangement is safe, clean, affordable, and desired by the customer.
- xi. Ensure that customers with limited means of transportation are provided priority for subsidized housing placement close to their desired location (i.e. child's school or parent's work).
- xii. Immediately report to the COUNTY, within one (1) business day, if the customer misses the intake and assessment or a scheduled appointment.
  - a) This report shall be made in writing using secure electronic mail.
  - b) The COUNTY shall assist in obtaining additional contact information and supporting the customer's completion of the intake and assessment as needed.
- xiii. Make a minimum of three (3) attempts to contact a customer that misses a scheduled intake and assessment or appointment during the scheduled appointment time.
  - a) Reschedule customers that respond to the contact attempts to attend the appointment within three (3) days of the successful contact.
- xiv. Provide support to COUNTY referred customers to address and resolve unsatisfactory participation with the housing plan as a component of regular monthly case management.
- xv. Coordinate with each COUNTY FS referred customer's COUNTY FS Case Manager to incorporate the housing plan participation as an activity and component of the customer's FS plan.
- xvi. Participate in group meetings as requested which may include either combination of the COUNTY referred customer, COUNTY staff, COUNTY FS Case Manager, COUNTY FS Supervisors, COUNTY FS Analyst, Housing Specialist, Housing Case Manager, Housing Program Manager and/or landlords/site contacts.
- xvii. Provide bi-lingual (English-Spanish) case management services either directly or through the use of an interpreter.
- xviii. Identify the housing barriers of each COUNTY referred customer and make recommendations to the customer on how to assist in removing the barriers.
- xix. Contact each newly housed customer within three (3) business days of the first day of the customer's move-in date to ensure the customer is satisfied and has their basic housing needs met.
  - a) If a FS customer is not satisfied or if basic housing needs are not met, communicate with FS program staff using secure electronic mail and discuss plans to satisfy the customer and/or meet basic housing needs.
- xx. Close CONTRACTOR housing services when directed by the COUNTY and complete the Case Closure Form process. Record the service closure

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- on the service provider's secure program database indicating the service end date and appropriate final outcome.
- xxi. Respond using secure electronic mail to COUNTY inquiries about customer progress within two (2) business days.
  - xxii. Report to the customer's COUNTY FS Case Manager using secure electronic mail whenever a COUNTY FS referred customer misses a scheduled appointment or the customer's services are required to be interrupted and/or discontinued.
  - xxiii. Enter the service end date and service final outcome in the service provider's secure program database at the end of services for each COUNTY referred customer.
- c. Housing Specialist
- i. Provide two and one-half (2.5) Housing Specialists at 2.5 FTE for both programs and to assist each COUNTY referred customer with temporary and permanent subsidized housing search and placement.
  - ii. The Housing Specialist position shall assist customers to transition into fully subsidized, or partially subsidized, housing based on the customer's needs and budget.
  - iii. The Housing Specialist shall identify and obtain subsidized temporary shelter the same day as the customer attends and completes the intake and assessment for FS program customers.
  - iv. The Housing Specialist shall identify and secure subsidized permanent housing for the customer within eight (8) weeks of completing the intake and assessment provided the customer is in compliance with the program housing plan.
  - v. Housing Specialist services will be provided weekly to each FS customer referred.
  - vi. The Housing Specialist shall provide a Weekly Housing Coordination Report detailing the weekly progress that each COUNTY FS referred customer has made toward obtaining subsidized temporary and permanent housing.
    - a) The Weekly Housing Coordination Report shall also identify each customer that is currently placed in subsidized housing and provide a running total of the number of current subsidized housing placements.
    - b) The Weekly Housing Coordination Report shall also identify those COUNTY FS referred customers that are nearing completion of CONTRACTOR paid housing subsidies and are not yet able to afford or maintain unsubsidized permanent housing.
    - c) The Weekly Housing Coordination Report shall be provided to the Housing Case Manager, Housing Program Manager, and the COUNTY FS Supervisors weekly on the first business day of the week with information pertaining to the previous week.
  - vii. The Housing Specialist shall provide basic housing search skills training and support to each COUNTY referred customer that they are assigned. The Housing Specialist shall work with each customer to identify potential barriers to housing interviews to include but not be limited to discussing evictions and/or felonies with prospective landlords, acquiring and



## SCOPE OF SERVICES/PAYMENT PROVISIONS

demonstrating proper interview clothing, language, demeanor, and attitude. The Housing Specialist shall report FS program identified potential barriers to the COUNTY FS Case Manager or COUNTY FS Supervisors.

viii. Ensure a current and accurate subsidized housing list is developed and maintained according to the Section H.5 Subsidized Housing List Development.

d. Program Assistant

i. Provide one program assistant at .75 FTE for both programs. Program assistant will respond to referrals received from the COUNTY within three (3) business days using secure electronic mail to indicate the referral is received.

ii. Ensure each referred customer is scheduled to attend an intake and assessment within five (5) business days of receiving the referral from the COUNTY barring customer's unavailability.

### N. COUNTY RESPONSIBILITIES

In accordance with the principles of this Agreement, the duties and responsibilities of COUNTY are outlined as follows:

#### N.1 Administration

- a. Provide programmatic oversight of the COUNTY responsibilities provided under this Agreement
- b. Review invoices and reports submitted by CONTRACTOR and process for payment.
- c. Communicate at a minimum within two (2) working days to:
  - i. Respond to any inquiries from CONTRACTOR regarding a referral or placement.
  - ii. Share any changes in customer status or circumstances that impact CONTRACTOR.
- d. Be available for monthly meetings and as needed with CONTRACTOR and/or customer.
- e. Conduct a minimum of one (1) contract monitoring visit to evaluate service delivery and CONTRACTOR performance in relation to targets, goals, and responsibilities.
- f. Provide written documentation of contract monitoring findings and recommendations to CONTRACTOR at the conclusion of each visit. Monitoring visits will include a review of each line item in this Agreement.

#### N.2 Tracking & Reporting

- a. Work closely with CONTRACTOR to obtain detailed program data on a monthly basis for completion of the state mandated FSP-14 monthly reporting requirements.
- b. Report to the State as required regarding AB 74 Family Stabilization expenditures and participation.
- c. Act as the primary program contact with state level program administrator and ensure program applications, reports, and other requirements are met.
- d. Monitor open cases to ensure client's continued program eligibility. If a case becomes ineligible for services, COUNTY will formally notify CONTRACTOR to discontinue services.

## SCOPE OF SERVICES/PAYMENT PROVISIONS

### N.3 Intake & Referral

- a. Accept referrals directly from customers and verify program eligibility and indicate Program Code for fiscal claiming.
- b. Manage and monitor waiting lists as needed
- c. Make timely direct referrals to CONTRACTOR to provide housing/shelter and supportive services as outlined in this Agreement.
  - i. Maintain and refer up to twenty (20) COUNTY FS customers each month.
- d. Submit the following referral information using secure electronic mail or fax to CONTRACTOR on FS Referral Form (Exhibit A-7):
  - i. Customer's C-IV Case Number, Customer's Last Name, Customer's First Name, Customer's working telephone number, Customer's mailing address, original COUNTY referral date and any additional information deemed necessary and relevant by the COUNTY.
  - ii. An electronic copy of the completed ABCDM 228 Applicant's Authorization for Release of Information if applicable (Exhibit A-5).
    - a) For referrals in which the customer has only provided verbal permission to send the program referral, CONTRACTOR shall follow-up with obtaining the ABCDM 228 upon the initial intake and assessment. No services beyond the intake shall be provided until the release form is completed.

### N.4 Program Staff

- a. Provide staff and administration to ensure the duties and responsibilities of COUNTY are met, including but not limited to:
  - i. COUNTY FS Analyst
  - ii. COUNTY FS Supervisors
  - iii. COUNTY FS Case Managers
  - iv. COUNTY CWES Program Managers

## HOUSING SUPPORT & FAMILY STABILIZATION PROGRAMS

### O. DATA REPORTING INSTRUCTIONS & SUBMISSION

- O.1 CONTRACTOR shall provide comprehensive programmatic reports on a monthly basis. Data provided shall include but is not limited to all data elements reported to the California Department of Social Services HSP-14 report and FSP-14 report.
- O.2 CONTRACTOR shall allow COUNTY to access, monitor, view, and run detailed reports on CONTRACTOR'S HMIS data for clients of both HSP and FS Programs.
- O.3 All HSP14 reports shall be submitted electronically using secure methods to the contract monitor no later than the 10<sup>th</sup> day of the month following the month in which services are delivered.
- O.4 All Monthly HMIS data must be collected and summarized monthly for review with contract monitor at monthly case review meetings.

### P. PAYMENT PROVISIONS

County shall pay CONTRACTOR according to the terms set forth in Exhibit B, Section I.  
**PAYMENT BY COUNTY.**

- P.1 The total amount payable by COUNTY to CONTRACTOR for the period July 1, 2021 through June 30, 2022 shall approximate **two million two hundred and two thousand fifteen dollars and zero cents (\$2,202,015.00).**

## SCOPE OF SERVICES/PAYMENT PROVISIONS

- P.2 The total amount payable by COUNTY to CONTRACTOR for the period July 1, 2022 through June 30, 2023 shall approximate **three million one-hundred fifty-eight thousand forty-two dollars and zero cents (\$3,158,042.00)**.
- P.3 The maximum amount payable by COUNTY to CONTRACTOR under this Agreement shall not exceed **five million three hundred sixty thousand and fifty-seven dollars (\$5,360,057.00)** as detailed in the **Budget (Exhibit CC)**.
- P.4 CONTRACTOR shall submit original signed invoices with detailed supportive documentation to the County setting forth the amount claimed no less often than monthly by the 10<sup>th</sup> day of the month following the month in which services were performed.
- a. The invoices shall contain the original signature of the person authorized to submit claims for payment, and any required documentation supporting the amount claimed shall be submitted with the invoice.
- P.5 The invoices for both programs shall be submitted on the form set forth in **Exhibit DD** for the period July 1, 2021 through June 30, 2022
- P.6 The invoices for both programs shall be submitted on the form set forth in **Exhibit DD-1** for the period of July 1, 2022 through June 30, 2023.
- P.7 All original signed invoices shall be submitted to the County Contract Manager as listed in Section C.

*(End of Exhibit AA)*

## ATTACHMENT ONE: PROGRAM ELIGIBILITY AND CORE SERVICE COMPONENTS

This attachment provides an overview of HSP and the core service components of the program. Counties interested in establishing a new program are encouraged to review this information and guidance throughout this attachment to understand the scope of the program.

Aside from the items outlined in the 'FY 2021-22 Budget Updates' and 'Eligibility and Expansion of Homelessness Prevention', the guidance below is consistent with previously issued guidance. Attachment Two provides more on the expansion of eligibility to include families **at-risk of homelessness**. Contact [housing@dss.ca.gov](mailto:housing@dss.ca.gov) with questions or to request technical assistance.

### I. PROGRAM ELIGIBILITY

The CalWORKs Housing Support Program (HSP), established by Senate Bill (SB) 855 (Chapter 29, Statutes of 2014), is intended to foster housing stability for families experiencing or at-risk of homelessness in the CalWORKs program.

The HSP eligibility is broadly defined by WIC Section 11330.5 and includes CalWORKs recipients who are experiencing homelessness or at-risk of homelessness, including recipients who have not yet received an eviction notice, and for whom housing instability would be a barrier to self-sufficiency or child well-being.

#### A. Eligible CalWORKs Recipients

As further defined below, counties may now serve eligible families at-risk of homelessness. Refer to Attachment Two for best practices on homelessness prevention. Consistent with homeless assistance best practice, programs should evaluate funding and program capacity to prioritize serving people with the highest needs and vulnerabilities. Every effort should be made to serve all families in the CalWORKs program experiencing homelessness given expanded program funds.

The HSP identifies and targets the whole population of families in the CalWORKs Program experiencing homelessness regardless of housing and income barriers. Consistent with Housing First, programs should not create additional criteria for eligibility or exclude any population from being served. All CalWORKs recipient families are eligible to be served through HSP, including the following types of assistance units:

- **Welfare-to-Work (WTW)** | An assistance unit [AU] type that includes Single-Parent and Two-Parent households with an aided adult who is not exempt from work activities and not sanctioned.
- **Exempt** | An exemption excuses a CalWORKs participant from Welfare to Work requirements.
- **Child Only** | Cases in which only the children in an AU are aided due to the exclusion or ineligibility for cash aid of the AU parent(s).

- **Safety Net** | Cases in which only the children in an AU are aided due to the parent(s) being discontinued from cash aid because they reached their 48-month lifetime assistance limit.
- **Sanctioned** | The process by which adult(s) are removed from CalWORKs support because at least one failed to comply with WTW program requirements without good cause, and County staff compliance efforts failed. Eligible children in an AU continue to receive funding. This includes long-term sanctioned cases.
- **CalWORKs Family Reunification (AB 429)** | The continuation of CalWORKs services when a child has been removed from the home and is receiving out-of-home care.
- **CalLearn** | Statewide program for pregnant and parenting teens in the CalWORKs program. It is designed to encourage pregnant and parenting teens to graduate from high school or its equivalent, become independent, and form healthy families.

**Note:** Per WIC 11330.5(h), counties may continue to provide housing supports to a CalWORKs recipient who is discontinued because they no longer meet the income eligibility requirements of Section 11450.12.

## **B. Definition of Homelessness**

The CalWORKs HSP funding must be used to assist families in the CalWORKs program who are experiencing homelessness pursuant the U.S. Department of Housing and Urban Development (HUD) definition in 24 CFR section 91.5 under "Homeless" Sections (1)-(4) and in Attachment Two: Definition of Homelessness, Prioritization and HSP 14 of All County Welfare Directors Letter (ACWDL) dated May 13, 2021.

## **C. Definition of At-Risk of Homelessness**

For the purposes of HSP, a person is defined as "at-risk of homelessness" when they:

- are experiencing housing instability, including recipients who have not yet received an eviction notice, and for whom housing instability would be a barrier to self-sufficiency or child well-being;
- have no subsequent permanent residence secured; and
- lack resources or support networks needed to stabilize their unique housing situation and secure subsequent permanent housing.

This definition of "at-risk of homelessness" is inclusive of, but not limited to the HUD definition of "at-risk of homelessness" under 24 Code of Federal Regulations section 91.5. This means participants who meet the HUD definition of "at-risk of homelessness" shall be deemed "at-risk of homelessness" under the definition set out in this section.

Consistent with homeless assistance best practice, programs should evaluate funding and program capacity to prioritize serving people with the highest needs and vulnerabilities. See Attachment Two for more on homelessness prevention targeting and prioritization.

### At-Risk Self-Attestation

Families shall be allowed to self-attest that they meet the definition of “at-risk of homelessness” in this section. No additional verification or documentation demonstrating that a family meets the definition of “at-risk of homelessness” is needed; counties shall not require further evidence for the purposes of HSP enrollment. This self-determination assumes that families in the CalWORKs program who are at-risk of homelessness are already more vulnerable to homelessness than the general population.

Once a family has met the “at-risk of homelessness” definition in this section, counties may assess for other criteria indicative of vulnerability related to risk of homelessness for further prioritization.

### **D. Definitions and Examples of Homeless vs Prevention Assistance**

Grantees will be asked to report on their use of funds for prevention. See the table below, which provides definitions and examples to help clarify whether assistance should be tracked and reported as “homeless assistance” vs. “homelessness prevention assistance”. Additional information regarding tracking and reporting is outlined in Attachment Two.

Type	Definition	Example	Homeless vs Prevention Assistance
Literally Homeless*	Updated in <u>ACWDL dated May 13, 2021</u> , HSP follows the HUD definition of homeless in <u>24 CFR section 91.5</u> .	<p><b>Example 1:</b> Family living in a car for any amount of time.</p> <p><b>Example 2:</b> Family residing in/exiting Project Roomkey or other shelter setting.</p>	<p>Homeless Assistance.</p> <p>Participants within this definition of homelessness <b>do not</b> contribute toward spending on homelessness prevention.</p>
At Imminent Risk of Homelessness	Updated in <u>ACWDL dated May 13, 2021</u> , HSP follows the HUD definition of homeless in <u>24 CFR section 91.5</u> , which includes families who will <b>imminently lose housing within 14 days as homeless</b> : An individual or family who will imminently lose their	<p><b>Example 1:</b> Family is couch surfing with a friend but has been asked to leave in a week and has no other support or resources.</p>	<p>Homeless Assistance.</p> <p>Participants within this definition of homelessness <b>do not</b> contribute</p>

Type	Definition	Example	Homeless vs Prevention Assistance
	<p>primary nighttime residence, provided that:</p> <p>(i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;</p> <p>(ii) No subsequent residence has been identified; and</p> <p>(iii) The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks needed to obtain other permanent housing;</p>	<p><b>Example 2:</b> Family with a 3-day pay or quit notice in hand and has no other support or resources.</p>	<p>toward spending on homelessness prevention.</p>
<p>At-Risk of Homelessness**</p>	<p>A client is "at-risk of homelessness" when they:</p> <ul style="list-style-type: none"> <li>• are experiencing housing instability, including recipients who have not yet received an eviction notice, and for whom housing instability would be a barrier to self-sufficiency or child well-being;</li> <li>• have no subsequent permanent residence secured; and</li> <li>• lack resources or support networks needed to stabilize their unique housing situation and secure subsequent permanent housing.</li> </ul> <p>Participants shall be allowed to self-attest that they meet this definition.</p>	<p><b>Example 1:</b> Family has been couch surfing for months, but identifies concern about the stability of their current situation since they will likely need to leave within the next month and has no other support or resources.</p>	<p>Homelessness Prevention Assistance.</p> <p>Participants within this definition of at-risk of homelessness <u>are</u> counted towards spending on homelessness prevention.</p>

Type	Definition	Example	Homeless vs Prevention Assistance
	This definition of "at-risk of homelessness" is inclusive of, but not limited to, the HUD definition of "at-risk of homelessness" under <u>24 CFR section 91.5</u> . This means participants who meet the HUD definition of "at-risk of homelessness" shall be deemed "at-risk-of homelessness" under the definition set out in this section.		

\*Effective May 13, 2021, the HSP definition of homelessness was updated to the HUD definition in 24 CFR section 91.5 under "Homeless" Sections (1)-(4).

\*\*Effective as of the date of this letter.

## II. PROGRAM SERVICES, PRIORITIZATION, AND ADDITIONAL REQUIREMENTS

### A. Program Service Types

Per Welfare and Institutions Code (WIC) Section 11330.5(c), HSP funding must be used to support projects that utilize evidence-based housing interventions, including homelessness prevention services and/or the core components of rapid rehousing.

#### 1. Rapid Rehousing Core Components

Rapid rehousing program standards are detailed below for each of the three core components. While a household that is rapidly rehoused is not required to utilize all three core components, counties operating HSPs **must offer** program participants all three core components of rapid rehousing, utilizing a Housing First approach:

**Housing identification:** Activities under this core component include, but are not limited to, recruiting landlords with units in the communities and neighborhoods where program participants want to live and negotiating with landlords to help program participants access housing.

**Rent and move-in assistance:** Activities under this core component include, but are not limited to, paying for security deposits, move-in expenses, rent, and utilities. Rent and move-in assistance should be flexible and tailored to the varying and changing needs of a household while providing the assistance necessary for households to transition immediately out of homelessness and to stabilize in permanent housing.



**Case management and services:** The goals of rapid re-housing case management are to help participants obtain and move into permanent housing, support participants with housing stability, and connect them to community and mainstream services and supports if needed. Housing-related case management should begin at entry into the program and continue throughout until a family is stably housed. Housing-related case plans should be developed in close coordination with the CalWORKs and any other (e.g., child welfare) case plans in addressing a family's needs. **Housing-related case management should complement, but not replace or supplant traditional CalWORKs case management.**

The core components of rapid rehousing can be provided by a single agency or in partnership with other agencies. The core components of rapid rehousing were developed in collaboration with, and endorsed by, the United States Interagency Council on Homelessness (USICH), the Department of Housing and Urban Development (HUD), and the Department of Veterans Affairs (VA).

## 2. Homelessness Prevention Assistance

Preventative services and assistance are varied and can include any preventative measure that will save a tenancy, help families regain stability in their current housing, or move and achieve stability in a new housing location. **This may include rental or utility arrears, late fee payments, first month's rent and/or security deposits, landlord mediation, repairs, connection to housing stabilization services, habitability/accessibility improvements, and housing navigation.** Refer to Attachment Two for more information expanding HSP programming to serving families at-risk of homelessness.

### **B. Program Prioritization**

To ensure that funding remains prioritized for those with the highest vulnerabilities, CDSS expects that counties use the majority of funds to support people experiencing homelessness. **Counties are encouraged to limit overall spending on homelessness prevention assistance for families at-risk of homelessness to no more than 30 percent of the FY 2021-22 allocation, refer to the table above for definitions and examples of homeless assistance versus prevention Assistance.**

Counties unable to serve all eligible families in the CalWORKs program who are experiencing or at-risk of homelessness should use a prioritization framework and assessment to determine assistance and may not allow individual case managers to determine prioritization on a case by case basis. It is critical that prioritization criteria are consistent and not subject to the bias of an individual case manager or staff. Counties should include their prioritization framework in written program policies to ensure consistent application across the program and to assist CDSS in understanding best practices across the state. Refer to Section Four of Attachment Two for more information on homelessness prevention resources.

It is important to note that families in the CalWORKs Program are likely already more vulnerable to homelessness than the general population. Given that HSP serves CalWORKs families, HSP by design is targeting services to those at increased risk of homelessness. Prioritization or assessment processes should incorporate the following principles, regardless of the tool used:

- **Be applied consistently** across the program and should not rely on the social worker's individual determination of who to serve.
- Incorporate factors that are evidence-based or promising best practices, such as targeting services to those most at-risk of homelessness.
- Delivered and framed in an **easy-to-understand and trauma-informed** manner that centers the client's needs, including the timing of the assessment components or conducting the assessment in multiple stages if the client is in crisis and/or hesitant to engage. Counties are strongly encouraged to use data that may already have been collected to inform the assessment process and to avoid repetitive or traumatic questions.
- Adopt a **racial equity lens and framework**. The Centre for Social Data Analytics and the Government Alliance for Race and Equity recommends testing assessment process against questions such as: Is the assessment tool equally predictive and useful for all racial groups? When applying the tools, what will this mean for a person? Who will gain and who will be burdened? What information has already been gathered about how the tool impacts people of color?
- Reduce barriers to entry and participation to the degree possible, versus being a tool to primarily screen people out.
- Be used to assist families in obtaining housing that prioritizes client choice, considering the family's needs and preferences.
- Offers and provides reasonable accommodations to people with disabilities.

### C. Housing First

The HSPs must be operated in accordance with Housing First principles. WIC Section 8256 requires that all state-funded housing programs operate in accordance with the core components of Housing First as enumerated in WIC Section 8255 and further outlined in ACL 19-114.

Housing First means that families should be connected to housing or housing supports immediately without preconditions, services shall be voluntary, client choice shall be respected, and applicants shall not be rejected on the basis of income, past evictions, substance use, or any other behaviors that may indicate a lack of "housing readiness."

CDSS has developed and previously requested that counties complete a Housing First Self-Assessment to support counties in assessing their adherence to and adoption of Housing First, and identify areas for development. CDSS reserves the right to request that counties complete a Housing First Self-Assessment throughout the technical assistance process. For example, this may be requested from counties establishing new programs or when a Housing First practice requires improvement or refinement. This Housing First Self-Assessment is an important tool for HSP counties to use

through their continuous quality improvement practices and can be found in the ACWDL dated August 2, 2018 and was developed using the:

- Housing First core components in WIC Section 8255;
- U.S. Interagency Council on Homelessness (USICH) Housing First Checklist
- U.S. Department of Housing and Urban Development (HUD) Housing First Assessment Tool
- Corporation for Supportive Housing (CSH) Checklist

#### **D. Collaboration and Integration in the Homelessness Response System**

Counties operating HSP are required to coordinate with their homelessness response system, including participation in the local homelessness Continuum of Care (CoC), Coordinated Entry System (CES), and Homeless Management Information System (HMIS) to understand and meet the needs of the local community as well as to understand and address racial disproportionality for people experiencing homelessness.

Counties are also strongly encouraged to collaborate with other partners, such as local child welfare, behavioral health and emergency response systems, local Medi-Cal managed care plans, Public Housing Authorities (PHAs), educational and family resource networks, domestic violence agencies, legal aid organizations, and other relevant networks to maximize available funding and connect participants to additional resources and supportive services. Information on these collaborations will be requested in future program updates. Counties may use HSP funds to establish specific positions to support the coordination of these systems.

#### **E. Racial Equity**

CDSS requires counties to commit to addressing racial disproportionality for people experiencing homelessness and ensuring equitable provision of services for Black and Indigenous people and other people of color. Black and Indigenous people experience homelessness at significantly higher rates than whites, largely due to long-standing historical and structural racism. In California, Black people account for seven percent of the general population, but represent more than 31 percent of people experiencing homelessness. The disproportionality in homelessness is a by-product of systemic inequity – racism continues to perpetuate disparities in critical areas that impact rates of homelessness, including poverty, segregation/rental housing discrimination, incarceration, and access to health care.

Additionally, per Government Code Section 8899.50, each county must also operate its HSP in a manner that affirmatively furthers fair housing. This means that HSP must be operated in a way that takes “meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics.”

Counties should review demographic data of HSP and CalWORKs participants to understand how program demographics compare to the racial and ethnic makeup of low income and unhoused families. This information can provide initial insight on racial inequity within programming and should inform strategies for addressing racial equity. Counties should review the reports and resources below for examples of how housing and homelessness programs have incorporated racial equity into programming. Counties are encouraged to seek meaningful input and participation from current and former CalWORKs recipients, including recipients of color that to go beyond identifying disparities to try to identify causes of such disparities from individuals with lived experiences. Additionally, CDSS will provide technical assistance opportunities to help counties address racial equity within HSP programming. The HSP funds can be used to support efforts such as a racial equity analysis or plans for HSP.

Counties are encouraged to review the following reports and resources:

#### Reports

- [Racial Inequalities in Homelessness, by the Numbers](#)
- [Supporting Partnerships for Anti-Racist Communities \(SPARC\) Phase One Study Findings](#)
- [A Brief Timeline of Race and Homelessness in America](#)
- [Report and Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness](#)

#### Resources

- [Equity-Based Decision-Making Framework](#)
- [Framework for an Equitable COVID-19 Homelessness Response](#)
- [Advancing Racial Equity through Assessments and Prioritization \(HUD\)](#)
- CA Housing and Community Development's [Guidance on Affirmatively Furthering Fair Housing](#).
- CA Business Consumer Services and Housing Agency's [data portal](#).

### **III. PROGRAM ACCOUNTABILITY**

#### **A. Technical Assistance (TA)**

Training and technical assistance (TA) will be provided to support counties in establishing, developing, and improving their HSP and to facilitate statewide information-sharing. The TA opportunities include one-on-one calls and email correspondence as well as in-person or virtual learning collaboratives focused on identifying and meeting the needs of HSPs throughout the state. CDSS may designate specific TA or training as mandatory, including for specific staff, such as program leads.

The TA and training topics may include strategies for strengthening outreach, case management, advocacy, housing navigation, homelessness prevention services, as well as local workforce development, streamlining administrative efficiencies, advancing equity on a systems level, and improving collaboration with the local homelessness

response system. The TA and training may be conducted by CDSS or a CDSS designated contractor. Additionally, programs may utilize HSP funds to provide program-specific training in areas identified by the county or CDSS to support continuous quality improvement.

Based on feedback from current counties, CDSS plans to establish cross-program opportunities for TA engagement. CDSS has started hosting joint office hours to address questions across various CDSS-funded programs, rather than holding separate program-specific sessions. **Counties are encouraged to provide recommendations and feedback on CDSS efforts to address the needs of counties and service providers operating the programs. Please send feedback to [housing@dss.ca.gov](mailto:housing@dss.ca.gov).**

## B. Data Reporting and Integration

Data collection, progress monitoring, and outcome reporting are essential and mandatory elements of the HSP. Data needs should be considered when deciding on staffing, training, and program design. Successful data integration goes beyond completing program data reports and requires building relationships with HMIS administrators, service providers, and other entities that are part of the data integration process.

### 1. HSP-14/Monthly Reporting

Counties are required to provide aggregate level-data on a monthly basis via the HSP-14 report which is to be submitted via the ([admReportHSP14@dss.ca.gov](mailto:admReportHSP14@dss.ca.gov)). Applicants may request additional information about HSP data reporting requirements by emailing [housing@dss.ca.gov](mailto:housing@dss.ca.gov).

#### *Interim HSP-14 Reporting Update*

With adoption of the Department of Housing and Urban Development (HUD) definition of Homelessness in 24 CFR section 91.5 under "Homeless" Sections (1)-(4) and definition of at-risk of homelessness within this letter, CDSS is providing interim reporting guidance on select elements of the HSP-14 to accommodate the expansion of program eligibility. **To further implement this change, additional instructions and updates regarding reporting in the HSP-14 will be provided under separate cover.** In the interim, for reporting families under **Item 9** in the HSP-14, the family's residence status at time of approved request/referral:

- For anyone who meets homeless definitions 24 CFR section 91.5 under "Homeless" (1)(ii) and (1)(iii) should be reported in Item 9.a.1. "Family has a primary nighttime residence that is a supervised publicly or privately-operated shelter designed to provide temporary living accommodations" (cell 24).
- For anyone who meets homeless definitions 24 CFR section 91.5 under "Homeless" (1)(i) should be reported in Item 9.a.2. "Family resides in a public or

private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings” (cell 25).

- For anyone who meets homeless definitions 24 CFR section 91.5 under “Homeless” (2), (3), and (4) or the definition of at-risk of homelessness as defined under Attachment One: Program Eligibility above should be reported in Item 9.b. “Family is in receipt of judgement for eviction, as ordered by the court” (cell 26).

**Note:** HSP eligibility **is not** contingent on receipt of judgement for eviction. Refer to Program Eligibility section above for expanded eligibility for HSP.

## 2. Homeless Management Information System

Effective July 1, 2020, counties (or their contracted partners) operating an HSP are required to enter all HSP participants into the local Homeless Management Information System (HMIS) to better align HSP with the broader homelessness response system. The HMIS is a critical part of an effective Coordinated Entry System and system-wide approach to homelessness and can help communities better match people with resources and interventions; understand their community need, populations served, interventions needed, and outcomes; as well as identify intersections and gaps in services.

## 3. Assembly Bill (AB) 977 Data Reporting Requirements (NEW)

Assembly Bill 977, Chapter 397, Statutes of 2021 includes additional requirements of utilization of HMIS for HSP. Beginning on January 1, 2023, a county or entity operating HSP, as a condition of receiving state funds, shall enter the Universal Data Elements (Items 3.01–3.917) and the Common Data Elements (Items 4.02–4.20 and Item W5 of the Individual Federal Partner Program Elements) drawn from the United States Department of Housing and Urban Development Homeless Management Information System Data Standards. The HSP grantees should follow HUD guidance on HMIS project set-up for HSP as an HMIS project and collect the appropriate data elements. Grantees should collaborate with their CoC’s HMIS lead to ensure proper project setup. Any county that does not already collect and enter these data into the local HMIS shall, upon request, receive technical assistance and guidance from staff of the Interagency Council on Homelessness and, as available, from federal partners, including, but not limited to, the United States Department of Housing and Urban Development. To request technical assistance, counties may either contact the Council directly at [HCFC@BCSH.ca.gov](mailto:HCFC@BCSH.ca.gov) or they may send their request to [Housing@dss.ca.gov](mailto:Housing@dss.ca.gov) and CDSS staff will coordinate the facilitation of any necessary technical assistance between the county and Council staff. Additional guidance regarding AB 977 requirements and implementation will be provided under separate cover.

## C. Program Planning and Update Requirements (NEW)

As described in the main body of this ACWDL, CDSS is providing counties the opportunity to accept FY 2021-22 allocations. As a condition of accepting these funds,

counties will be required to provide regular program updates and additional data to demonstrate use of program funds consistent with program guidance and requirements. CDSS will request a program update using a state-provided template to be distributed six months after the FY 2021-22 funds are accepted and annually thereafter.

#### **D. Program Performance and Evaluation (UPDATED)**

Counties are expected to regularly measure, monitor, and communicate program impact and performance. Counties should establish and consistently track performance benchmarks, including the best practice Rapid Rehousing Performance Benchmarks below, and collect data to measure progress and to inform continuous quality improvements:

- **Reduce the length of time program participants spend homeless**  
For a program to meet this performance benchmark, households served by the program should move into permanent housing in an average of 30 days or less.
- **Exit households to permanent housing**  
For a program to meet this performance benchmark, at least 80 percent of households that exit a rapid re-housing program should exit to permanent housing.
- **Limit returns to homelessness within a year of program exit**  
For a program to meet this performance benchmark, at least 85 percent of households that exit a rapid re-housing program to permanent housing should not become homeless again within a year.

Additionally, programs should consider:

- Number of families with increased income at exit
- Number of families exiting CalWORKs due to over-income
  - **Note:** Per WIC 11330.5(h), counties may continue to provide housing supports to a CalWORKs recipient who is discontinued because they no longer meet the income eligibility requirements of Section 11450.12.
- Number of families with improved employment or educational circumstances at exit
- Participant satisfaction metrics
- Equity data including:
  - race and ethnicity of participants,
  - disability status of participants,
  - primary language of participants, and
  - geographic location/distribution where housing is preserved or obtained

There are other indicators that may be helpful in evaluating program performance and impact, such as length of time between referral and enrollment, between enrollment and placement in interim housing, or number of participants housed and unhoused at program enrollment. CDSS will continue to provide further guidance, including through technical assistance, on how to set and monitor program performance indicators.

CDSS will conduct ongoing monitoring of program performance using program data, claiming information, and updates submitted by counties. Consistent with evidence-based programming, CDSS aims to utilize outcomes data to inform future funding. Therefore, counties are encouraged to use data to conduct their own program management, oversight, and continuous quality improvement.

#### Formal Statewide Evaluation (NEW)

Counties must also participate in activities related to any formal HSP evaluation, such as submitting data and logic models, conducting data reviews and cleaning, and/or participating in interviews, surveys and focus groups. Data sharing agreements with HMIS administrators may be required for efforts such as a formal evaluation. Counties may use HSP funds to support requirements related to a formal evaluation.

#### **E. Program Compliance**

Should CDSS become aware that a county is not operating the HSP consistent with statutory requirements or formal guidance issued by CDSS, the Department will notify the county that they shall amend their program within a specified timeline in order to come into compliance. CDSS will provide technical assistance to support counties and to ensure that programs are operated consistent with evidence-based practices and may request more regular program updates to reflect program compliance.

Examples of non-compliance may include, but are not limited to, failing to offer housing support and assistance as described in WIC Section 11330.5 and ACWDL dated May 13, 2021, or violating housing first requirements as described in WIC Section 8255 and 8256 and further outlined in ACL 19-114.

CDSS acknowledges that program targets and budgets are projections and may be subject to change given the dynamic nature of homeless assistance. CDSS is available to provide technical assistance to help counties meet their targeted number of families to house and maximize direct financial assistance.

#### Notice of Program Interruption to CDSS

Counties must notify CDSS in writing at least thirty days in advance of any temporary or permanent interruption to HSP services for any reason, including fully spending their allocation.

#### **F. Additional State resources to support HSP participants**

The FY 2021-22 California State Budget also includes investments in programs across the state that may assist HSP participants. For more information on funding sources to leverage in support of HSP, see the Homeless Coordination and Financing Council (HCFC), effective January 1, 2022 to be California Interagency Council on Homelessness (Cal-ICH), website and Guide to Strategic Use of Key State and Federal Funds document. Counties are encouraged to leverage expanded funding, services



and staff made available to other programs within the local Department of Social Services, such as CalWORKs Homeless Assistance (HA), CalWORKs Home Visiting Program (HVP), CalWORKs Family Stabilization, Bringing Families Home (BFH), Project Roomkey and the Housing and Disability Advocacy Program (HDAP). Additional resources made available within the FY 2021-21 budget that may support HSP participants are listed below.

#### Additional CDSS Programs and Resources for HSP Service Coordination

- **CalWORKs Homeless Assistance**  
The CalWORKs Homeless Assistance (HA) Program includes both temporary HA, which helps families pay the costs of temporary shelter, and permanent HA, which helps families pay a security deposit for permanent housing or to prevent eviction. Eligible families may receive either temporary or permanent HA, or both, once in a 12-month period, with certain exceptions. The HSP administrators should assess how to best leverage HA in coordination with HSP for eligible families in order to maximize each program effectively.
- **CalWORKs Home Visiting Program**  
The CalWORKs Home Visiting Program (HVP) aims to support positive health development and well-being outcomes for pregnant and parenting people, families, and infants born into poverty, expand their future educational, economic, and financial capability opportunities, and improve the likelihood that they will exit poverty. Coordinating HVP with HSP outreach, enrollment, and services can both target families who may have the highest housing service needs as well as braid together critical wrap around services to meet a spectrum of family needs and housing barriers. The HSP administrators should collaborate with local HVP administrators to ensure programs are complimentary and coordinated in addressing family homelessness or housing instability.
- **CalWORKs Welfare-to-Work Family Stabilization Program**  
CalWORKs Family Stabilization (FS) is a component of the CalWORKs program that provides intensive case management and services to participants who are experiencing an identified situation or crisis, which may include homelessness or imminent risk of homelessness and lack of safety due to domestic violence, among other things. The FS is aimed at increasing client success and is designed to ensure a basic level of stability within a family prior to, or concurrently with, participation in Welfare to Work (WTW) activities and can provide supports such as temporary shelter. View County CalWORKs Family Stabilization plans. The HSP administrators should assess how to best leverage FS in coordination with HSP for eligible families in order to maximize each program effectively.
- **AB-429: CalWORKs-Funded Family Reunification Services**  
Assembly Bill (AB) 429, permits continuation of CalWORKs services to parents after removal of their children from the home by the Child Welfare Service Agency (CWSA). These CalWORKs-funded WTW services are part of a Family

Reunification (FR) plan established by the county CWSA in conjunction with the Court and may continue for up to 180 consecutive days, during which time the children are considered temporarily absent from the home. Families with an FR plan may be at increased risk of housing insecurity and homelessness and should be assessed for HSP services in order to support housing and family reunification plans. The HSP administrators should collaborate with local FR administrators to ensure programs are complimentary and coordinated in addressing family needs.

- **Bringing Families Home**

The Bringing Families Home (BFH) program is intended to help reduce the number of families in the child welfare system experiencing or at-risk of homelessness, increase family reunification, and prevent foster care placements. The BFH serves homeless families involved with the child welfare system and is designed to offer housing supports for families to successfully reunify. Eligible families can be co-enrolled in HSP and BFH or transition across the programs as is appropriate in order to maximize a full suite of services for families in need. The HSP administrators should collaborate with local BFH administrators to ensure programs are complimentary and coordinated in addressing family homelessness.

- **Project Roomkey**

Project Roomkey was established in March 2020 as part of the state response to the COVID-19 pandemic. The purpose of Project Roomkey (PRK) is to provide non-congregate shelter options for people experiencing homelessness, protect human life, and minimize strain on health care system capacity. The PRK can be a resource for HSP families in need of urgent temporary shelter in order to protect against the risk of COVID-19. The HSP administrators should collaborate with local PRK administrators to ensure programs are complimentary and coordinated in addressing family homelessness.

- **Housing and Disability Advocacy Program**

The Housing and Disability Advocacy Program (HDAP) was established to assist people experiencing or at-risk of homelessness who are likely eligible for disability benefits by providing advocacy for disability benefits as well as housing supports. The HDAP offers housing related financial assistance and wrap-around supportive services, including, but not limited to: interim housing, rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, legal services, and credit repair. The HDAP also provides outreach services as well as case management for connections to any additional service needs as applicable. The HSP administrators should collaborate with local HDAP administrators to ensure programs are complimentary and coordinated in addressing family homelessness.

**Additional Resources for Consideration in HSP Planning and Development:**

- **California Department of Education: Homeless Education**

The McKinney-Vento Homeless Assistance Act ensures the educational rights and protections of children and youth experiencing homelessness. The McKinney-Vento Act also authorizes the funding for the federal Education for Homeless Children and Youth Program. Children, youth and their families identified by local education agencies (LEAs) may be eligible for HSP. The HSP administrators should outreach to and collaborate with local LEAs to ensure eligible families are identified and offered HSP services and that programs are complimentary and coordinated in addressing family needs. community continuum of behavioral health treatment resources.

- **Emergency Rental Assistance Program**  
The Emergency Rental Assistance program (ERAP) makes funding available to assist households that are unable to pay rent or utilities. Two separate programs have been established under the American Rescue Plan Act of 2021. The funds are provided directly to states, U.S. territories, local governments, and Indian tribes. Counties use the funds to provide assistance to eligible households through existing or newly created rental assistance programs.
- **Emergency Solutions Grants Program**  
The Emergency Solutions Grants Program (ESG) assists in helping people to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. The ESG funds may be used for five program components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and HMIS; as well as administrative activities.
- **Homekey**  
The Budget includes \$2.75 billion for Homekey to further expand the portfolio of housing by supporting the acquisition and conversion of properties into affordable and supportive housing or interim housing. Counties should collaborate with their CoC to identify local Homekey operators and identify potential areas of collaboration, such as unit set asides for HSP participants. Information regarding Homekey Notice of Funding Availability is on the Homekey website.
- **Homeless Housing, Assistance, and Prevention program**  
The Budget includes \$2 billion one-time funding administered by the Homeless Coordinating and Financing Council (HCFC) to assist counties, Continuums of Care, and large cities with addressing homelessness in their communities.

## ATTACHMENT TWO: GUIDELINES ON HOMELESSNESS PREVENTION EXPANSION

In previous fiscal years, HSP programs primarily served families experiencing literal homelessness. With the FY 2021-22 expansion of eligibility and funding, counties may now expand HSP services to include homelessness prevention for those at-risk of homelessness. Program expectations and requirements for homelessness prevention services are outlined throughout this attachment.

### I. SECTION ONE: EXPANSION TO SERVE FAMILIES AT-RISK OF HOMELESSNESS AND PREVENTION SERVICES GUIDELINES

The HSP eligibility has been expanded to include families in the CalWORKs program who are at-risk of homelessness or who are recently homeless. This expansion may significantly impact how counties design and contract the program. Resources on eviction and homelessness prevention are included in Section Two and Four of this attachment.

Counties should begin strategizing how to expand HSP to offer homelessness prevention services. Counties are encouraged to review the homelessness prevention resources provided within this letter. Counties should begin implementing these program changes once familiar with homelessness prevention best practices.

#### A. Types of Homelessness Prevention Assistance

Preventative services and assistance are varied and can include any preventative measure that will save a tenancy, help families regain stability in their current housing, or move and achieve stability in a new housing location. **This may include rental or utility arrears, late fee payments, security deposits, rental assistance, landlord mediation, repairs, habitability/accessibility improvements, and housing navigation and relocation.** Refer to Sections Five and Six below for more information.

#### B. Targeting Homelessness Prevention Assistance

According to the National Alliance to End Homelessness (NAEH) Prevention Targeting 101, while homelessness prevention refers to a broad category of services, research shows that homelessness prevention is more effective when targeted to the people who are most likely to fall into homelessness in the absence of preventative assistance. **Therefore, among families eligible for homelessness prevention assistance due to being at-risk of homelessness, counties should prioritize serving families with the greatest risk factors for homelessness, including households with multiple risk factors as listed below.**

Also, targeting households who are closer to the anticipated loss of housing increases the chances they will actually need financial assistance from the homeless assistance system in order to stay out of shelter. The more time a household has until their housing situation ends, the more likely it is they will find a workable solution for their current situation that does not require assistance. For this reason, households that

have come seeking emergency shelter but may still be in their own housing situation are often good candidates for receiving homelessness prevention assistance.

Often, the Homeless Management Information System (HMIS) or similar data collection system can provide the data the program needs to further identify and target service needs.

Counties should also consider targeting homelessness prevention assistance to households that have risk factors for housing instability and homelessness. Some risk factors to consider include:

- Single parent households
- Households with children under two
- Disabilities in the household
- Criminal records
- History of conduct notices or other lease violations
- Past evictions
- Pregnancy
- Number of and length of previous homeless episodes
- Immediate crises such as domestic abuse
- Living situation prior to entering the homeless assistance system (doubled up or not being a leaseholder)
- Employment status
- Household size and membership (presence of children, their ages, etc.)

Without using available shelter data in selecting homelessness prevention assistance criteria, communities may run a higher risk of inadvertently serving people who would never have become homeless in the first place, limiting the resources available to households that truly need them. The National Alliance to End Homelessness Prevention Targeting 101 briefing includes factors for consideration for programs without access to shelter data.

### C. Eviction Prevention

Eviction prevention is distinct from homelessness prevention in that it is not narrowly targeted to only those households who are at-risk of homelessness due to a potential eviction. Homelessness prevention efforts often include eviction prevention strategies such as short term or one-time financial assistance payments, including payment of back rent, but may also offer more substantial case management or other supportive services.

Eviction prevention strategies for CDSS programs, including HSP, during COVID-19 are outlined in ACWDL dated January 14, 2021, and information on requirements for HSP to leverage federal and state rent relief resources is outlined in the section below.

## II. SECTION TWO: EMERGENCY RENTAL ASSISTANCE /CALIFORNIA COVID-19 RENTAL RELIEF FUNDS

Over \$4.6 billion in funding has been made available to California through Emergency Rental Assistance (ERA) funding administered through the US Department of the

Treasury. The ERA funds, which were made available to states, tribes, and local governments, can assist households that are unable to pay rent or utilities due to COVID-related circumstances. The ERA funds administered by the State of California are referred to as the CA COVID-19 Rent Relief Program.

For eligible families who are behind on rent or utilities due to COVID-related circumstances, county HSP administrators should assist participants with accessing ERA-funded rent relief before using HSP funds to pay arrears. This requirement is not intended to impact *eligibility* for HSP but is rather a requirement to utilize ERA funds for rental assistance **before** HSP funds are used, when available, and help participants in accessing these funds. Additionally, it is vital that county HSP administrators continue to assist clients with applying for ERA-funded rent relief before using HSP funds to mitigate the risk of eviction, as application for ERA-funded rent relief extends critical eviction prevention protections under AB 832. County HSP administrators can enroll eligible families in HSP for case management and other non-arrears assistance while helping families apply for and access ERA-funded rent relief.

However, if rent relief would not prevent a loss of housing and the family is eligible for HSP, then HSP funds can be utilized to keep the family housed, including by covering arrears to prevent a loss of housing.

Situations in which rent relief would not prevent a loss of housing may include, but are not limited to, instances where:

- the temporary AB 832 protections do not apply in the family's particular situation;
- there is a pending eviction for something other than COVID-related arrears;
- receipt of rent relief will not cover the full amount of the family's arrears or,
- the family's rent relief application is denied.

Rent relief under ERA covers up to 100 percent of unpaid back rent as well as future rent and expenses that a tenant is unable to pay due to COVID-19 impacts. This might include loss of job or reduction in hours, loss of transportation to and from jobs, loss of childcare preventing regular work, increased healthcare or other costs, and other impacts to daily life that result in reduced or no income or increased costs. Rental relief applications can be submitted by landlords, renters, or both. However, a renter must participate for relief funds to be received.

The HSP participants may also benefit from more in-depth application assistance offered through the Local Partner Network (LPN). These partners can meet with participants at their home or another site to walk them through the process, assist with documentation and uploads, and add designees to their account to enable a third-party to help them complete the application. **To access an LPN appointment call 833-687-0967.** This phone line is open to the public and can be accessed by participants or case workers. The HSP funds may be used to provide further support to HSP clients in navigating this assistance and it is recommended that case workers help facilitate the process alongside the HSP participant.

Reference the following resources to learn more and begin an application:

- Visit the [COVID-19 Rental Relief Program website](#) for more information on the program or to begin an application.
- Call 833-430-2122 for questions about the program and eligibility
- Call 833-687-0967 for assistance in a language besides English, or to receive more in-depth assistance in the application process through an LPN.
- For informational brochures on the COVID-19 Rental Relief Program, please visit the [CA COVID-19 Rent Relief Toolkit dropbox](#).

### **III. SECTION THREE: REPORTING REQUIREMENTS FOR HOMELESSNESS PREVENTION**

Effective prevention programs for families at-risk of homelessness may require a different set of interventions, outreach efforts, processes, contractors, data collection, and community partners than those established for homeless assistance interventions. Counties should consider how the program may need to be adapted to incorporate this new intervention type. Further, counties should develop internal monitoring systems to track overall spending on prevention.

In the required program updates, counties will be asked to report on homelessness prevention services, including how those services are being delivered according to best practices. Counties will also be asked to report on their use of funds for homelessness prevention.

### **IV. SECTION FOUR: HOMELESSNESS PREVENTION RESOURCES**

For more information on implementing equitable homelessness prevention activities, see:

- [Framework for Homelessness Prevention – HUD](#)
  - Overview of types of homelessness prevention programs and strategies, target population, and considerations for COVID-19.
- [Homeless System Response: Prevention to Promote Equity – HUD](#)
  - Guide to ensuring equitable access and culturally responsive homelessness prevention strategies and monitoring outcomes.
- [Homeless System Response: Effective and Efficient Prevention Programs – HUD](#)
  - Summary of strategies utilized in innovative homelessness prevention programs and interventions in multiple states.
- [Homeless System Response: How to Design, Scale, and Fund a Homelessness Prevention Program During COVID-19 – HUD](#)
  - Recommended operational steps for planning, developing, implementing, and administering effective homelessness prevention strategies.

- Prevent Homelessness – United States Interagency Council on Homelessness
  - Overview of crisis intervention and mitigation strategies aimed at reducing the risk of homelessness.
  
- A New Direction: A Framework for Homelessness Prevention – Canadian Observatory on Homelessness
  - Overview of where homelessness prevention fits into broader housing and homelessness assistance, including how the Canadian housing and homelessness system is designed.
  
- Homelessness Prevention: A Review of the Literature – Center for Evidence-based Solutions to Homelessness
  - Overview of research on what types of interventions are most effective in preventing homelessness, key factors in predicting homelessness, and overview of existing screening models.
  
- Preventing Homelessness: Evidence-Based Methods to Screen Adults and Families at-risk of Homelessness in Los Angeles – California Policy Lab
  - Recommendations from the California Policy Lab on homelessness prevention targeting tools, including risk factors that may indicate risk of homelessness, modifications to make tools more user-friendly, and modifications that could be made for adults and families.



## **ATTACHMENT THREE: FISCAL AND BUDGET CONSIDERATIONS**

### **I. BUDGET GUIDELINES**

The HSP counties are expected to provide housing identification, rent and move-in assistance, and case management and services. Counties must minimize administrative costs while maximizing direct services and housing related financial assistance. Counties must budget the program appropriately in order ensure every client has access to adequate case management and housing assistance.

The budget categories are defined as follows:

- **Administrative costs** may include, but are not limited to, program administrative staff (including program supervision and data tracking staff), general administration and costs necessary for the proper administration of the program, data tracking including HMIS licenses, overhead, and program development activities.
- **Direct program service costs** include case management staff, housing navigation staff, and other program staff or operational costs not included within administrative costs.
- **Direct financial assistance to support housing** represents all housing related costs paid out on behalf of the participant. This includes costs associated with rental assistance, application fees, security deposits, first and last months' rent, housing rehabilitation and modification costs, interim shelter assistance, move-in costs, landlord incentives, etc.

Counties will be asked to provide updates on spending for administrative costs, direct program service costs, and direct financial assistance during required program updates. If counties are not maximizing direct financial assistance or minimizing administrative costs, counties will be asked to provide an explanation within their program update template, including plans to increase spending on direct financial assistance. CDSS will offer additional technical assistance to the county to help achieve best or promising practices in these areas.

### **II. FLEXIBLE CONTRACTING AND ADMINISTRATIVE EFFICIENCIES**

Given that multiple rounds of funding may occur within a fiscal year or the grant period, CDSS strongly encourages counties to make contracts, Memorandums of Understanding, and other agreements with implementing partners as flexible and easy to amend as possible. Agreements may need to be altered to update award amounts, spending timeframes, and eligible activities (such as incorporating homelessness prevention services). Prioritizing flexibility will facilitate continued program operations while awaiting staggered funding, especially when transitioning to a new fiscal year and awaiting the finalization of the statewide program budget.

Counties are strongly encouraged to consider strategic contracting with community partners, such as contracting with one implementing partner to deliver housing navigation across several programs with similar housing navigation needs. For example, counties may utilize a portion of their HSP allocation in coordination with a portion of their Bringing Families Home, Project Roomkey, or other local, state, or federally funded program awards to provide housing navigation for multiple programs across the community.

Similarly, counties should strongly consider developing a flexible housing subsidy pool, in which dedicated funds from various housing programs are centralized for planning purposes into a single source to meet a common administrative purpose amongst the programs. On a client services level, **costs would be attributable to the specific client and program of which they are a participant and would be claimed accordingly.** Flexible subsidy pools allow for greater economies of scale while reducing cross program competition for housing within a community.

For more information on flexible housing subsidy pools, reference:

- [Flexible Subsidy Housing Pools Fundamentals](#) – U.S. Department of Housing and Urban Development
- [History and Takeaways from Los Angeles County's Flexible Housing Subsidy Pools](#) – The Hilton Foundation

### **III. CLAIMING INSTRUCTIONS**

Allowable expenditures as described in this ACWDL, should be claimed through the County Expense Claim/County Expense Claim Reporting Information System to the appropriate Program Code as outlined in [County Fiscal Letter \(CFL\) No. 16/17-08](#) and [CFL No. 21/22-26](#), which provides updated guidance on the claiming of Temporary Assistance for Needy Families (TANF) administrative direct costs and reminds counties of the requirements for claiming administrative costs for subrecipients of TANF grants. It also provides specific guidance regarding the addition of TANF administrative cost claiming instructions and new Program Codes and Time Study Codes for HSP.

MONTEREY COUNTY  
DEPARTMENT OF SOCIAL SERVICES

ADDITIONAL PROVISIONS

**I. PAYMENT BY COUNTY:**

**1.01 Monthly claims/invoices by CONTRACTOR:** Not later than the tenth (10<sup>th</sup>) day of each month, CONTRACTOR shall submit to COUNTY a signed invoice setting forth the amount claimed. All invoices (monthly and final) shall be submitted in the form set forth in **Exhibit DD** and **DD-1**.

**1.02 Final Invoice; forfeiture for late invoice:** CONTRACTOR's final month and end of fiscal year invoice is due, and must be received by COUNTY, no later than close of business on July 10<sup>th</sup>. **If the Final Invoice is not received by COUNTY by close of business on July 10<sup>th</sup>. CONTRACTOR understands and agrees that the reimbursement of CONTRACTOR's final expenses represented by that invoice may be forfeited, and COUNTY shall have no legal obligation regarding it, nor shall COUNTY be required to make any payment towards that untimely/late invoiced claim.**

**1.03 Allowable Costs:** Allowable costs shall be the CONTRACTOR's actual costs of developing, supervising and delivering the services under this Agreement, as set forth in **Exhibit CC**. Only the costs listed in **Exhibit CC** as contract expenses may be claimed as allowable costs. Any dispute over whether costs are allowable shall be resolved in accordance with the provisions of 45 Code of Federal Regulations, Part 74, Sub-Part F and 48 Code of Federal Regulations (CFR), Chapter 1, Part 31.

**1.04 Cost Control:** CONTRACTOR shall not exceed by more than twenty (20) percent any contract expense line item amount in the budget without the written approval of COUNTY, given by and through the Contract Administrator or Contract Administrator's designee. CONTRACTOR shall submit an amended budget with its request for such approval. Such approval shall not permit CONTRACTOR to receive more than the maximum total amount payable under this contract. Therefore, an increase in one-line item will require corresponding decreases in other line items.

**1.05 Payment in Full:**

(a) If COUNTY certifies and pays the amount requested by CONTRACTOR, such payment shall be deemed payment in full for the month in question and may not thereafter be reviewed or modified, except to permit COUNTY's recovery of overpayments.

(b) If COUNTY certifies and pays a lesser amount than the amount requested, COUNTY shall, immediately upon certification of the lesser amount, notify CONTRACTOR in writing of such certification. If CONTRACTOR does not protest the lesser amount by delivering to COUNTY a written notice of protest within twenty (20) days after CONTRACTOR's receipt of the certification, then payment of the lesser amount shall be deemed payment in full for the month in question and may not thereafter be questioned by CONTRACTOR.

**1.06 Disputed payment amount:** If COUNTY pays a lesser amount than the amount requested, and if CONTRACTOR submits a written notice of protest to COUNTY within twenty (20) days after CONTRACTOR's receipt of the certification, then the parties shall promptly meet to review the dispute and resolve it on a mutually acceptable basis. No court action may be taken on such dispute until the parties have met and attempted to resolve the dispute in person.

## II. PERFORMANCE STANDARDS & COMPLIANCE

**2.01 Outcome objectives and performance standards:** CONTRACTOR shall for the entire term of this Agreement provide the service outcomes set forth in **Exhibit A**. CONTRACTOR shall meet the contracted level of service and the specified performance standards described in **Exhibit A**, unless prevented from doing so by circumstances beyond CONTRACTOR's control, including but not limited to, natural disasters, fire, theft, and shortages of necessary supplies or materials due to labor disputes.

**2.02 County monitoring of services:** COUNTY shall monitor services provided under this Agreement in order to evaluate the effectiveness and quality of services provided.

**2.03 Notice of defective performance:** COUNTY shall notify CONTRACTOR in writing within thirty (30) days after discovering any defects in CONTRACTOR's performance. CONTRACTOR shall promptly take action to correct the problem and to prevent its recurrence. Such corrective action shall be completed and a written report made to the COUNTY concerning such action not later than thirty (30) days after the date of the COUNTY's written notice to CONTRACTOR.

**2.04 Termination for cause:** Notwithstanding Section 7.02 of the Agreement, if the corrective actions required above are not completed and the report to the COUNTY not made within thirty (30) days, the COUNTY may terminate this Agreement by giving five (5) days' written notice to CONTRACTOR.

### **2.05 Remedies for Inadequate Service Levels:**

- a) For each month that service falls below 80% of the contracted level, CONTRACTOR shall submit to the COUNTY an analysis of the causes of the problem and any necessary actions to be taken to correct the problem. If the problem continues for another month, the COUNTY shall meet with CONTRACTOR to explore the problem and develop an appropriate written corrective action plan with appropriate time frames.
- b) If CONTRACTOR does not carry out the required corrective action within the time frame specified, sanctions shall be applied in accordance with funding source regulations.
- c) Notwithstanding Section 7.02 of the Agreement, if, after the COUNTY notifies CONTRACTOR of any sanctions to be imposed, CONTRACTOR continues in its

failure to take corrective action, then COUNTY may terminate this contract by giving CONTRACTOR five (5) days' written notice.

- d) If all appropriate corrective actions are taken but service still falls 80% or more below contracted level, COUNTY and CONTRACTOR may renegotiate the contracted level of service.

**2.06 Training for Staff:** CONTRACTOR shall insure that sufficient training is provided to its volunteer and paid staff to enable them to perform effectively on the project, and to increase their existing level of skills. Additionally, CONTRACTOR shall ensure that all staff completes Division 21 Civil Rights training.

**2.07 Bi-lingual Services:** CONTRACTOR shall ensure that qualified staff is available to accommodate non-English speaking, and limited English proficient, individuals.

**2.08 Assurance of drug free-workplace:** CONTRACTOR shall submit to the COUNTY evidence of compliance with the California Drug-Free Workplace Act of 1990, Government Code sections 8350 et seq., by doing the following:

- Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in the person's or organization's workplace and specifying the actions that will be taken against employees for violations of the prohibition;
- Establishing a drug-free awareness program to inform employees about all of the following:
  - 1) the dangers of drug abuse in the workplace;
  - 2) the organization's policy of maintaining a drug-free workplace;
  - 3) any available drug counseling, rehabilitation, and employee assistance programs;
  - 4) the penalties that may be imposed upon employees for drug abuse violations;
  - 5) requiring that each employee engaged in the performance of the contract or grant be given a copy of the company's drug-free policy statement and that, as a condition of employment on the contract or grant, the employee agrees to abide by the terms of the statement.

### III. CONFIDENTIALITY

CONTRACTOR and its officers, employees, agents, and subcontractors shall comply with Welfare and Institutions (W & I) Code Sec. 10850, 45 CFR Sec. 205.50, and all other applicable provisions of law which provide for the confidentiality of records and prohibit their being opened for examination for any purpose not directly connected with the administration of public social services. Whether or not covered by W&I Code Sec. 10850 or by 45 CFR Sec. 205.50, confidential medical or personnel records and the identities of clients and complainants shall not be disclosed unless there is proper consent to such disclosure or a court order requiring disclosure. Confidential information gained by CONTRACTOR from access to any such records, and from contact with its clients and complainants, shall be used by CONTRACTOR only in connection with its conduct of the program under this Agreement. The COUNTY, through the Director of the Department of Social Services, and his/her representatives, shall have access to such confidential

information and records to the extent allowed by law, and such information and records in the hands of the COUNTY shall remain confidential and may be disclosed only as permitted by law.

#### IV. NON-DISCRIMINATION

CONTRACTOR certifies that to the best of its ability and knowledge it will comply with the nondiscrimination program requirements set forth in this Section.

**4.01 Discrimination Defined:** The term “discrimination” as used in this contract, is the same term that is used in Monterey County Code, Chapter 2.80 “Procedures for Investigation and Resolution of Discrimination Complaints”; it means the illegal denial of equal employment opportunity, harassment (including sexual harassment and violent harassment), disparate treatment, favoritism, subjection to unfair or unequal working conditions, and/or other discriminatory practice by any Monterey County official, employee or agent, due to an individual’s race, color, ethnic group, national origin, ancestry, religious creed, sex, sexual orientation, age, veteran’s status, cancer-related medical condition, physical handicap (including AIDS) or disability. The term also includes any act of retaliation.

**4.02 Application of Monterey COUNTY Code Chapter 2.80:** The provisions of Monterey COUNTY Code Chapter 2.80 apply to activities conducted pursuant to this Agreement. Complaints of discrimination made by CONTRACTOR against the COUNTY, or by recipients of services against CONTRACTOR, may be pursued using the procedures established by Chapter 2.80. CONTRACTOR shall establish and follow its own written procedures for the prompt and fair resolution of discrimination complaints made against CONTRACTOR by its own employees and agents, and shall provide a copy of such procedures to COUNTY on demand by COUNTY.

**4.03 Compliance with laws:** During the performance of this Agreement, CONTRACTOR shall comply with all applicable federal, state and local laws and regulations which prohibit discrimination, including but not limited to the following:

- **California Fair Employment and Housing Act**, California Government Code Sec. 12900 et seq., see especially Section 12940 (c), (h), (1), (i), and (j); and the administrative regulations issued thereunder, 2 Calif. Code of Regulations Secs. 7285.0 et seq. (Division 4 - Fair Employment and Housing Commission);
- **California Government Code Secs. 11135 - 11139.5**, as amended (Title 2, Div. 3, Part 1, Chap. 1, Art. 9.5) and any applicable administrative rules and regulations issued under these sections; including **Title 22 California Code of Regulations 98000-98413**.
- **Federal Civil Rights Acts of 1964 and 1991** (see especially Title VI, 42 USC Secs. 2000d et seq.), as amended, and all administrative rules and regulations issued thereunder (see especially 45 CFR Part 80);

- **The Rehabilitation Act of 1973**, Secs. 503 and 504 (29 USC Sec. 793 and 794), as amended; all requirements imposed by the applicable HHS regulations (45 CFR Parts 80, 84 and 91); and all guidelines and interpretations issued pursuant thereto;
- **7 Code of Federal Regulations (CFR)**, Part 15 and **28 CFR** Part 42;
- **Title II of the Americans with Disabilities Act of 1990** (P.L. 101-336), 42 U.S.C. Secs. 12101 et seq. and 47 U.S.C. Secs. 225 and 611, and any federal regulations issued pursuant thereto (see 24 CFR Chapter 1; 28 CFR Parts 35 and 36; 29 CFR Parts 1602, 1627, and 1630; and 36 CFR Part 1191);
- **Unruh Civil Rights Act**, Calif. Civil Code Sec. 51 et seq., as amended;
- **Monterey COUNTY Code**, Chap. 2.80.;
- **Age Discrimination in Employment Act 1975**, as amended (ADEA), 29 U.S.C. Secs 621 et seq.;
- **Equal Pay Act of 1963**, 29 U.S.C. Sec. 206(d);
- **California Equal Pay Act**, Labor Code Sec.1197.5.
- **California Government Code** Section 4450;
- **The Dymally-Alatorre Bilingual Services Act; Calif. Government Code** Sec. 7290 et seq.
- **The Food Stamp Act of 1977**, as amended and in particular **Section 272.6**.
- **California Code of Regulations, Title 24, Section 3105A(e)**
- **Removal of Barriers to Inter-Ethnic Adoption Act of 1996, Section 1808**

**4.04 Written assurances:** Upon request by COUNTY, CONTRACTOR will give any written assurances of compliance with the Civil Rights Acts of 1964 and 1991, the Rehabilitation Act of 1973 and/or the Americans with Disabilities Act of 1990, as may be required by the federal government in connection with this Agreement, pursuant to 45 CFR Sec. 80.4 or 45 CFR Sec. 84.5, and 91; 7 CFR Part 15; and 28 CFR Part 35, or other applicable State or federal regulation.

**4.05 Written non-discrimination policy:** Contractor shall maintain a written statement of its non-discrimination policies which shall be consistent with the terms of this Agreement. Such statement shall be available to employees, recipients of services, and members of the public, upon request.

**4.06 Grievance Information:** CONTRACTOR shall advise applicants who are denied CONTRACTOR's services, and recipients who do receive services, of their right to present grievances, and of their right to a State hearing concerning services received under this Agreement.

**4.07 Notice to Labor Unions:** CONTRACTOR shall give written notice of its obligations under paragraphs 4.01 - 4.08 to labor organizations with which it has a collective bargaining or other agreement.

**4.08 Access to records by government agencies:** CONTRACTOR shall permit access by COUNTY and by representatives of the State Department of Fair Employment and Housing, and any state agency providing funds for this Agreement, upon reasonable notice at any time during normal business hours, but in no case less than 24 hours' notice, to such of its books, records, accounts, facilities, and other sources of information as the inspecting party may deem appropriate to ascertain compliance with these non-discrimination provisions.

**4.09 Binding on Subcontractors:** The provisions of paragraphs 4.01 - 4.08 shall also apply to all of CONTRACTOR's subcontractors. CONTRACTOR shall include the non-discrimination and compliance provisions of these paragraphs in all subcontracts to perform work or provide services under this Agreement.

## V. CONTRACT ADMINISTRATORS

**5.01 Contract Administrator – CONTRACTOR:** CONTRACTOR hereby designates **Alexa Johnson** as its Contract Administrator for this Agreement. All matters concerning this Agreement which are within the responsibility of CONTRACTOR shall be under the direction of, or shall be submitted to, the CONTRACTOR's Contract Administrator. CONTRACTOR may, in its sole discretion, change its designation of the Contract Administrator, and shall promptly give written notice to COUNTY of any such change.

**5.02 Contract Administrator – COUNTY:** COUNTY hereby designates the Director of the Monterey County Department of Social Services as its Contract Administrator for this Agreement. All matters concerning this Agreement which are within the responsibility of COUNTY shall be under the direction of, or shall be submitted to, the Director or such other COUNTY employee in the Department of Social Services as the Director may appoint. COUNTY may, in its sole discretion, change its designation of the Contract Administrator, and shall promptly give written notice to CONTRACTOR of any such change.

## VI. CONTRACT DEPENDENT ON GOVERNMENT FUNDING

COUNTY's payments to CONTRACTOR under this Agreement are funded by the State and Federal governments. If funds from State and Federal sources are not obtained and continued at a level sufficient to allow for COUNTY's purchase of the indicated quantity of services, then COUNTY may give written notice of this fact to CONTRACTOR, and the obligations of the parties under this Agreement shall terminate immediately, or on such date thereafter, as COUNTY may specify in its notice, unless in the meanwhile the parties enter into a written Amendment modifying this Agreement.



## **VII. APPEAL PROCESS**

In the event of a dispute or grievance regarding the terms and conditions of this Agreement, both parties shall abide by the following procedures:

- A. CONTRACTOR shall first discuss the problem informally with the designated DSS Contact/Program Analyst. If the problem is not resolved, CONTRACTOR must, within fifteen (15) working days of the failed attempt to resolve the dispute with DSS Contact/Program Analyst, submit a written complaint, together with any evidence, to the DSS Branch Deputy Director. The complaint must include a description of the disputed issues, the legal authority/basis for each issue which supports CONTRACTOR's position, and the remedy sought. The Branch Deputy Director shall, within fifteen (15) working days after receipt of CONTRACTOR's written complaint, make a determination on the dispute, and issue a written decision and reasons therefore. All written communication shall be pursuant to Section 14. NOTICES of this Agreement. Should CONTRACTOR disagree with the decision of the Division Deputy Director, CONTRACTOR may appeal the decision to the Director of the Department of Social Services.
- B. CONTRACTOR's appeal of the Branch Deputy Director's decision must be submitted to the Department Director within ten (10) working days from the date of the decision; be in writing, state the reasons why the decision is unacceptable, and include the original complaint, the decision that is the subject of appeal, and all supporting documents. Within twenty (20) working days from the date of CONTRACTOR'S appeal, the Department Director, or his/her designee, shall meet with CONTRACTOR to review the issues raised on appeal. The Department Director shall issue a final written decision within fifteen (15) working days of such meeting.
- C. CONTRACTOR may appeal the final decision of the Department Director in accordance with the procedures set forth in Division 25.1 (commencing with Section 38050) of the Health and Safety Code and the regulations adopted thereunder. (Title 1, Subchapter 2.5 commencing with Section 251, or Subchapter 3 commencing with Section 300, whichever is applicable, of the California Code of Regulations).
- D. CONTRACTOR shall continue to carry out the obligations under this Agreement during any dispute.
- E. Costs incurred by CONTRACTOR for administrative/court review are not reimbursable by COUNTY.

Monterey County Department of Social Services  
Housing Support Program and Family Stabilization

EXHIBIT CC

July 1, 2021 - June 30, 2023

Agency Name: Housing Resource Center

Funding Total: \$ 5,360,057.00

Expense Category	Budget Line	FTE	21-22 Amended	22-23 Amended	Budget Narrative
			Amount	Amount	
Program Personnel	FSP/HSP Case Manager	4.0	\$ 250,000.00	\$ 275,000.00	Increase staff for HSP (Housing Navigator); 4 FTE plus benefits & Taxes at higher
Program Personnel	FSP/HSP Housing Specialist	3.0	\$ 200,000.00	\$ 225,000.00	Increase time allocation for FSP/HSP; 3 FTE plus benefits & Taxes at higher hourly
Program Personnel	Program Manager	0.75	\$ -	\$ 70,000.00	.75 FTE plus benefits & Taxes at higher hourly rates than 2019-2021 contract;.75 FTE
Program Personnel	Program Assistant II	1	\$ 45,000.00	\$ 45,000.00	.5 FTE plus benefits & Taxes at higher hourly rates than 2019-2021 contract;1 FTE
Program Personnel	Program Assistant	0.5	\$ 12,000.00	\$ 20,000.00	Add new position to support increased contract-program expansion
Direct Financial Assistance	Direct Financial Assistance		\$ 1,453,890.00	\$ 2,248,042.00	70% overall DFA for 2021-2023 contract period
Administrative Personnel	Executive Director	0.5	\$ 50,000.00	\$ 65,000.00	To adjust for allocation for new permanent Executive Director;.5 FTE plus benefits &
Administrative Personnel	Associate Director	0.6	\$ 50,000.00	\$ 60,000.00	To adjust for allocation for new permanent Finance Director;.6 FTE to support
Administrative Personnel	Accounting Support	0.5	\$ 40,000.00	\$ 40,000.00	This is the original cast allocation for Accounting support;.5 FTE plus benefits & Taxes
Data Collection & Tracking	IT Equipment & Software		\$ 3,000.00	\$ 6,500.00	60% of projected anticipated IT equip exp
Data Collection & Tracking	IT Services		\$ 1,900.00	\$ 2,500.00	60% of projected IT service expense
Operating Costs	Equipment Lease & Maintenance		\$ 3,000.00	\$ 4,000.00	75% of copier lease
Operating Costs	Human Resources		\$ 6,000.00	\$ 6,000.00	75% of outsourced HR support
Operating Costs	Insurance		\$ 7,000.00	\$ 7,000.00	75% of projected PC insurance
Operating Costs	Janitorial		\$ 5,000.00	\$ 5,000.00	75% of Janitorial expense
Operating Costs	Marketing & Advertising		\$ 2,000.00	\$ 2,000.00	Website & social media updates to support programs
Operating Costs	Meetings & Travel		\$ 2,500.00	\$ 2,500.00	Travel and meeting expense t suport clients
Operating Costs	Rent		\$ 52,000.00	\$ 54,000.00	75% of the monthly rent - 60 W Market Street, Salinas
Operating Costs	Supplies		\$ 5,000.00	\$ 5,000.00	75% of supplies expense
Operating Costs	Telephone & Internet		\$ 8,000.00	\$ 8,000.00	75% of communications expense
Operating Costs	Training		\$ 625.00	\$ 1,500.00	75% of anticipated training expenses
Operating Costs	Vehicle Lease		\$ 6,000.00	\$ 6,000.00	.95% of vehicle lease cost
Subtotals			\$ 2,202,015.00	\$ 3,158,042.00	
Total			\$	\$ 5,360,057.00	

Funding Source: Temporary Assistance for Needy Families (TANF) CFDA #93.558

Funding Source: Temporary Assistance for Needy Families (TANF) CFDA #93.558

program operations	2021-2022		2022-2023	
	Amount	%	Amount	Amount
\$	1,142,000.00	21.3%	\$ 507,000.00	\$ 635,000.00
\$	3,701,932.00	69.1%	\$ 1,453,890.00	\$ 2,248,042.00
<b>Administrative costs</b>				
\$	305,000.00	5.7%	\$ 140,000.00	\$ 165,000.00
\$	198,125.00	3.7%	\$ 97,125.00	\$ 101,000.00
<b>Data</b>				
\$	13,000.00	0.2%	\$ 4,000.00	\$ 9,000.00
\$	5,360,057.00	100.0%		

Note: Please keep in mind the following CDSS program guidelines

Program Operations (80% of budget)	
Program Personnel	(best practice guideline 10%) Wages and benefits
Direct Financial Assistance	(best practice guideline 70%) Direct customer
Administrative Costs (15% of budget)	
Administrative Personnel	Wages and benefits for Program Managers,
Operating Costs	Facilities costs, furniture, equipment, office supplies,
Data Collection Costs (5% of budget)	
Data Collection & Tracking	Case management system, equipment, program

HOUSING RESOURCE CENTER OF MONTEREY COUNTY  
Housing Support Program Family Stabilization Program  
July 1, 2021 - June 30, 2022

Exhibit DD

INVOICE #:

Remit to:  
Housing Resource Center  
60 W Market St  
Salinas, CA 93901

Invoice Date: \_\_\_\_\_

Budget Item	FTE	Total Contract Budget	Monthly Expense	Total Contract To Date Expense	Balance Contract Funds
<b>Program Personnel</b>					
FSP/HSP Case Manager	4.00	\$ 250,000.00	\$ -	\$ -	\$ 250,000.00
FSP/HSP Housing Specialist	3.00	\$ 200,000.00	\$ -	\$ -	\$ 200,000.00
Program Manager	0.75	\$ -	\$ -	\$ -	\$ -
Program Assistant II	1.00	\$ 45,000.00	\$ -	\$ -	\$ 45,000.00
Program Assistant	0.50	\$ 12,000.00	\$ -	\$ -	\$ 12,000.00
<b>Total Personnel</b>		\$ 507,000.00	\$ -	\$ -	\$ 507,000.00
<b>Administrative Personnel</b>					
Executive Director	0.50	\$ 50,000.00	\$ -	\$ -	\$ 50,000.00
Finance Director	0.60	\$ 50,000.00	\$ -	\$ -	\$ 50,000.00
Accounting Support	0.50	\$ 40,000.00	\$ -	\$ -	\$ 40,000.00
Associate Director	0.00	\$ -	\$ -	\$ -	\$ -
<b>Total Administrative Personnel</b>		\$ 140,000.00	\$ -	\$ -	\$ 140,000.00
<b>Data Collection &amp; Tracking</b>					
IT Equipment & Software		\$ 3,000.00	\$ -	\$ -	\$ 3,000.00
IT Services		\$ 1,000.00	\$ -	\$ -	\$ 1,000.00
<b>Total Data Collection &amp; Tracking</b>		\$ 4,000.00	\$ -	\$ -	\$ 4,000.00
Equipment Lease & Maintenance		\$ 3,000.00	\$ -	\$ -	\$ 3,000.00
Human Resources		\$ 6,000.00	\$ -	\$ -	\$ 6,000.00
Insurance		\$ 7,000.00	\$ -	\$ -	\$ 7,000.00
Janitorial		\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
Marketing & Advertising		\$ 2,000.00	\$ -	\$ -	\$ 2,000.00
Meetings & Travel		\$ 2,500.00	\$ -	\$ -	\$ 2,500.00
Rent		\$ 52,000.00	\$ -	\$ -	\$ 52,000.00
Supplies		\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
Telephone & Internet		\$ 8,000.00	\$ -	\$ -	\$ 8,000.00
Training		\$ 625.00	\$ -	\$ -	\$ 625.00
Vehicle Lease		\$ 6,000.00	\$ -	\$ -	\$ 6,000.00
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
<b>Total Operating Costs</b>		\$ 97,125.00	\$ -	\$ -	\$ 97,125.00
<b>Direct Financial Assistance</b>					
DFA - Normal Operations		\$ 1,453,890.00	\$ -	\$ -	\$ 1,453,890.00
		\$ -	\$ -	\$ -	\$ -
<b>Total Direct Financial Assistance</b>		\$ 1,453,890.00	\$ -	\$ -	\$ 1,453,890.00
<b>Total Program Costs</b>		\$ 2,202,015.00	\$ -	\$ -	\$ 2,202,015.00

I hereby certify that this report is correct and complete to the best of my knowledge and that the costs are eligible for payment pursuant to the terms of the contract.

Authorized signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name / Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Monterey Co. DSS Authorized Signature/Title: \_\_\_\_\_

Date: \_\_\_\_\_

**HOUSING RESOURCE CENTER OF MONTEREY COUNTY**  
**Housing Support Program Family Stabilization Program**  
 July 1, 2022 - June 30, 2023

Exhibit DD-1

**INVOICE #:**

**Remit to:**  
 Housing Resource Center  
 60 W Market St  
 Salinas, CA 93901

**Invoice Date:** \_\_\_\_\_

Budget Item	FTE	Total Contract Budget	Monthly Expense	Total Contract To Date Expense	Balance Contract Funds
<b>Program Personnel</b>					
FSP/HSP Case Manager	4.00	\$ 275,000.00	\$ -	\$ -	\$ 275,000.00
FSP/HSP Housing Specialist	3.00	\$ 225,000.00	\$ -	\$ -	\$ 225,000.00
Program Manager	0.75	\$ 70,000.00	\$ -	\$ -	\$ 70,000.00
Program Assistant II	1.00	\$ 45,000.00	\$ -	\$ -	\$ 45,000.00
Program Assistant	0.50	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00
<b>Total Personnel</b>		<b>\$ 635,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 635,000.00</b>
<b>Administrative Personnel</b>					
Executive Director	0.50	\$ 65,000.00	\$ -	\$ -	\$ 65,000.00
Finance Director	0.60	\$ 60,000.00	\$ -	\$ -	\$ 60,000.00
Accounting Support	0.50	\$ 40,000.00	\$ -	\$ -	\$ 40,000.00
		\$ -	\$ -	\$ -	\$ -
<b>Total Administrative Personnel</b>		<b>\$ 165,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 165,000.00</b>
<b>Data Collection &amp; Tracking</b>					
IT Equipment & Software		\$ 6,500.00	\$ -	\$ -	\$ 6,500.00
IT Services		\$ 2,500.00	\$ -	\$ -	\$ 2,500.00
<b>Total Data Collection &amp; Tracking</b>		<b>\$ 9,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000.00</b>
Equipment Lease & Maintenance		\$ 4,000.00	\$ -	\$ -	\$ 4,000.00
Human Resources		\$ 6,000.00	\$ -	\$ -	\$ 6,000.00
Insurance		\$ 7,000.00	\$ -	\$ -	\$ 7,000.00
Janitorial		\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
Marketing & Advertising		\$ 2,000.00	\$ -	\$ -	\$ 2,000.00
Meetings & Travel		\$ 2,500.00	\$ -	\$ -	\$ 2,500.00
Rent		\$ 54,000.00	\$ -	\$ -	\$ 54,000.00
Supplies		\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
Telephone & Internet		\$ 8,000.00	\$ -	\$ -	\$ 8,000.00
Training		\$ 1,500.00	\$ -	\$ -	\$ 1,500.00
Vehicle Lease		\$ 6,000.00	\$ -	\$ -	\$ 6,000.00
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
<b>Total Operating Costs</b>		<b>\$ 101,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 101,000.00</b>
<b>Direct Financial Assistance</b>					
DFA - Normal Operations		\$ 2,248,042.00	\$ -	\$ -	\$ 2,248,042.00
		\$ -	\$ -	\$ -	\$ -
<b>Total Direct Financial Assistance</b>		<b>\$ 2,248,042.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,248,042.00</b>
<b>Total Program Costs</b>		<b>\$ 3,158,042.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,158,042.00</b>

I hereby certify that this report is correct and complete to the best of my knowledge and that the costs are eligible for payment pursuant to the terms of the contract.

Authorized signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name / Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Monterey Co. DSS Authorized Signature/Title: \_\_\_\_\_

Date: \_\_\_\_\_