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# THE COUNTY OF MADERA, CA

THE FRONT DOOR  
A COST EFFECTIVE STRATEGY TO HELP FAMILIES EXIT  
OR AVOID HOMELESSNESS AND RETAIN PERMANENT HOUSING



# CALWORKS HOUSING SUPPORT PROGRAM

MADERA COUNTY DEPARTMENT OF SOCIAL SERVICES  
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# DEPARTMENT OF SOCIAL SERVICES COUNTY OF MADERA

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KELLY WOODARD, Director

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August 14, 2014

Todd R. Bland, Deputy Director  
Health and Human Services Agency  
Department of Social Services, Welfare to Work Division  
California Health and Human Services Agency  
744 P Street  
Sacramento, CA 95814

Dear Mr. Bland:

The Madera County Department of Social Services (MCDSS) is pleased to have the opportunity to develop a coordinated plan and respond to the Welfare to Work Division's request for proposal. Please find enclosed Madera County's response to the California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support (HS) Program funds. By utilizing the evidence based model or, "Front Door" approach to serving the CalWORKs families, Madera County plans to serve 109 families during FY 2013-14.

Madera's goal is to utilize the funds provided by the CalWORKs Housing Support Program to: foster housing retention by addressing a family's immediate housing crisis and placing homeless CalWORKs families directly into permanent housing; and, providing wrap-around supportive services to the family in order to stabilize and support their achieving self-sufficiency.

The Madera County proposal addresses the homeless quandary with a continuum of care approach by delivering services in a coordinated manner with three other partner agencies: Community Action Partnership of Madera County, Housing Authority of the City of Madera and Madera County Behavioral Health Services.

Approaching homelessness prevention and rapid rehousing in partnership with the County's emergency and supportive housing service provider, the local Housing Authority, the behavioral health and social services organizations, is the most cost-effective approach for all of the agencies.

Thank you for the opportunity to apply for these much needed services.

Sincerely,

Kelly Woodard, M.S.W., Director  
Department of Social Services

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## 1. PROBLEM STATEMENT

Describe the problem of homelessness and housing instability in your CalWORKs program.

Based on The Fresno Madera Continuum of Care report for 2013, there are an estimated 332 homeless persons within Madera County, of which 242 (72.9%) are unsheltered.”<sup>1</sup> There are three shelters within Madera County: Madera Rescue Mission, which is a faith-based emergency shelter providing much needed services to singles and families; Shunammite Place, which provides permanent supportive housing to chronically homeless women with disabilities; and The Martha Diaz Shelter, which provides up to 30 days of shelter, food and clothing to women and children who are in immediate danger of domestic violence. Using the **Front Door model** approach to prevent and resolve homelessness, **Madera’s goal is to utilize the funds provided by the CalWORKs Housing Support Program to: foster housing retention by addressing a family’s immediate housing crisis and placing homeless CalWORKs families directly into permanent housing; and, providing wrap-around supportive services to the family in order to stabilize and support their achieving self-sufficiency.**

The lack of permanent, affordable housing affecting a large number of America’s communities. Within small rural communities such as Madera, housing stock is a good indicator of overall availability of housing. Madera has a total of 42,063 households with 49,565 housing units. The average cost for renting a two bedroom home is \$785.<sup>2</sup> Home ownership is 61.6%, which is higher than the state average of 56%. 85.6% of the households report living in the same house for a year or more. Based on this information, it is estimated that 14.4% of the Madera families experience housing instability - living in more than one home during any one-year period. According to the federal government, housing is considered affordable if it doesn't cost more than 30% of a family’s income.

Juxtapose the very strong housing stability information is the poverty rate and the housing affordability within the community. Madera ranks as a very low income area, based upon the U.S. Department of Housing and Urban Development (HUD), the FY 2014 median income is \$52,000; 50% of median income is \$26,000 and very low income for a family of 4 is \$27,350.<sup>3</sup> The percentage of persons in Madera who live below the poverty level (below this very low income level) is 21.1%. The per capita money income for Madera for the past 12 months for a household (2012 dollars) is \$18,474. <sup>4</sup> What amount of money must a Madera family of four make per year to afford the average two bedroom home in this community (based on the HUD affordability scale of 30%)? **\$31,420 is the amount of money annually needed to afford a two bedroom home in Madera County.** With 8,277 families receiving CalWORKs in Madera County, how can they afford to pay rent and have enough money for utilities, food, clothing and other necessities?<sup>5</sup>

*“Finally, Fresno and Madera need at minimum over 1,800 units of permanent supportive housing in order to move families and individuals from the streets into housing. Best practice evidence has shown that only with housing provided as a base, can an individual and/or family begin to attack the issues leading to homelessness.”<sup>1</sup>*

According to the State of California regulations, "*Homeless Assistance is available once-in-a-lifetime to meet the reasonable costs of securing permanent housing, to prevent eviction, and to meet the costs of temporary shelter while the AU is seeking permanent housing.*"<sup>6</sup> The CYs 2012-2013 CalWORKs Homeless Assistance Program data reflects a total of 434 families who applied for homeless emergency assistance, issuing a total of \$153,192. The 2013 CalWORKs Homeless Assistance Program approved only 44% (97) of the total number of families who applied (220), with emergency assistance, issuing \$85,040.

## 2. TARGET POPULATION

Identify any possible target populations for your Housing Support Program. Describe your selection criteria and how participants will be identified. If your program plans to serve families who are facing housing instability or at imminent risk of losing their housing, how will this instability or risk be determined and documented?

Target Populations. Madera County projects 109 families who will be eligible for the CalWORKs Housing Support Program during FY 2014-15. As homeless assistance is typically allowed one-time during a lifetime, viewing the data for a 24-month period will provide an appropriate data set to determine the number of families (as CalWORKs is a time limited program) that we can estimate in need of CalWORKs Housing Support Program services during a 12 month period. Madera County estimates 217 families who will annually apply and potentially be found eligible for the CalWORKs Housing Support Program based upon CalWORKs Housing Support Program Data (see Exhibit D). Based on this rationale, the abbreviated implementation timeframe, and the State Fiscal Year, Madera County projects 109 families who will be eligible for the CalWORKs Housing Support Program during FY 2014-15.

It is proposing that many of the families will fit into several of the sub populations based on their responses to the: 1) Family Stabilization Services (FS) assessment tool known as the Madera County Department of Social Services CalWORKs/Child Welfare Services Programs Self-Assessment Functioning Evaluation (SAFE) and/or; the 2) Addiction Severity Index (ASI) tool. Of those families we can anticipate the following sub-populations and specialty groups who will qualify for Madera's CalWORKs Housing Support program.

- Individuals reuniting with their families after they are released from jails or prisons
- Domestic violence victims
- Victims of human trafficking
- Veterans and their families
- LGBTQ persons with children
- Youth aging out of the foster care system
- Young adults and families involved in CWS
- Persons with diagnosed/undiagnosed psychiatric illnesses who have children
- Migrant farmworkers and their families
- Rural families

The Madera County CalWORKs HS program will use experienced staff who are trained in culturally appropriate services; staff who possess the skills and experience appropriate for engaging persons who are affected by mental illness (Mental Health First Aid trained), LGBTQ persons (2014 trained), and who have received general training or/and who have experience serving individuals of cultures prevalent in the Madera community (Mixteco, Mexican, Native American, Oaxacan, and Sikh). Additionally, CalWORKs packets will be available in English or Spanish, and all other languages and translations are available via a contracted interpreter agreement through Orchid Interpreting, Inc.

Any person who is potentially eligible to CalWORKs and who states they are homeless or demonstrates they are in unstable living arrangements such as living in a car, facing eminent eviction, or, in temporarily living arrangements, can explore CalWORKs HS program services. If a household is found to be at eminent risk of homelessness, or who is homeless and they meet all of the other criteria of CalWORKs eligibility, they will be determined HS program eligible.

The potential applicant can go to their choice of the four partner agencies who are involved in the Madera County CalWORKs HS program. These partners include: Community Action Partnership of Madera County (CAPMC), Housing Authority of the City of Madera (HACM), Madera County Behavioral Health Services (MCBHS) and Madera County Department of Social Services (MCDSS).

All Partner Sites: All reception staff will engage the individuals/families (using either English or Spanish) when they enter the office door; the Partner Agency staff will ask how they can provide assistance to the family. If the family seeks financial assistance and they have children or would like to discuss assistance options with someone, the family is directed to the MCDSS Case Manager who is co-located at the Partner sites, or the family may choose to go to the MCDSS office. If the family has no access to transportation, bus tickets can be provided.

There will be up to one (1) FTE Eligibility Worker or Employment and Training Worker (Case Manager) located at each Partner agency site to: accept and determine eligibility to the CalWORKs program, or address Welfare to Work activities and the CalWORKs HS program; carry out the CalWORKs HS Program Rent and Moving Assistance; and, provide Case Management. Additionally, the Case Manager will administer the evaluation tools for the CalWORKs Family Stabilization and Housing Support Programs. The Case Manager will accept all applications at either the Partner Agency sites or the MCDSS offices. Only families who are determined eligible for CalWORKs will be “potentially eligible” for the CalWORKs HS Program.

Identification, Selection and Documentation. All of the families who are seeking CalWORKs for the first time will complete the appraisal process, and all of the CalWORKs clients who are now being “re-engaged” into the Welfare to Work employment process, will complete the Family Stabilization Services (FS) assessment tool, called “SAFE” (See Exhibit A). The FS assessment tool includes six key questions specific to the HS Program and is used to engage the CalWORKs applicant and client<sup>7</sup>. The FS assessment tool will be used as the selection tool for identifying potential eligible families for the HS Program. The specific HS Program questions included in the SAFE documenting a client’s housing needs are:

1. Are you homeless or do you believe you will become homeless within the next 72 hours?  
If you answered yes, please answer the next few questions.
2. Where did you sleep last night?
3. What other housing options do you have for the next few days or weeks?
4. If you are staying in someone else’s house, would any issues exist if you remain in your current housing situation? Could those be resolved with financial assistance, case management or some other services? If yes, what services would be of most benefit?

5. If coming from your own housing unit, is it possible for you to stay in your current housing unit? What resources would you need to have to keep your housing (financial assistance, case management, mediation, transportation, etc.)?
6. If you are worried for your safety, let your caseworker know.

The client will meet with a Case Manager to review the completed CalWORKs documents or Welfare to Work documents the same day as they arrive at the office. The Case Manager will review the forms and discuss the housing needs questions contained on the SAFE tool during the orientation. The resulting information is recorded in the C-IV system.

The Case Manager will immediately identify the potential HS Program participant based on their responses to the six housing questions on the SAFE tool. If the individual is not eligible to CalWORKs, the department's Eligibility Workers provide the individual with services and information appropriate for their situation: employment or financial assistance through other programs such as General Assistance, CalFRESH, emergency shelter (Madera Rescue Mission), and emergency food resources. The Department's Social Services' staff will make a collateral contact to assist the client with emergency assistance.

Immediately the Case Manager is aware of the client's potential HS Program need; records the information in the C-IV and HMIS systems, and move forward with the risk level determination process. The Case Manager will explain the HS Program responsibilities, release of information, benefits and expectations for participation in the program. A release of information by the client to the Partner agencies is explained and signed by the client.

Determining Risk Levels and Priorities. The Madera CalWORKs HS Program's intent is to utilize an evidence-based model to establish an order of priority for homeless prevention and rapid rehousing service levels to ensure that the people with the most severe service needs are immediately given a higher level of case management. Clearly, none of the agencies involved in this proposal will discriminate against any particular group or nationality. Additionally, all agencies will continue to comply with the nondiscrimination provisions of Federal civil rights laws, including, but not limited to, the Fair Housing Act, Section 504 of the Rehabilitation Act, Title VI of the Civil Rights Act, and Titles II or III of the Americans with Disabilities Act, as applicable.

Documentation. The Case Manager determines which level of intervention is appropriate based upon each family's situation. Utilizing the Coordinated Assessment (Front Door) model <sup>8</sup>, the level of intervention will be assessed (see Table 1) and documented through the assessment and intervention tools, within the Family Stabilization Plan and the C-IV and HMIS systems.



Table 1: Front Door Model Levels of Intervention

CalWORKs Client's Housing Situation	Intervention Used	Services Provided (Potentially provided based on Client's Housing Plan)
<b>AT IMMINENT RISK OF LOSING HOUSING</b> Client is precariously housed and not yet homeless.	<b>PREVENTION</b>	Landlord Outreach & Engagement Housing Identification Housing Access
<b>REQUESTING SHELTER</b> Client is at the "Front Door" seeking a place to stay. Front Door program system entry points are through the Madera Partner Agencies: (CAPMC, HACM, MCBHS & MCDSS).	<b>DIVERSION</b>	Housing Search Rent & Move Assistance Housing Placement Housing Barrier Identification & Assessment Financial Counseling Credit Repair
<b>IN SHELTER</b> Client is currently homeless or is currently in the HMIS system.	<b>RAPID RE-HOUSING</b>	Stabilization of Families Legal Services Monthly check-ins with clients Mental Health Substance Abuse Services Case Management Domestic Violence Counseling

The Front Door model values include *Prevention*, *Diversion* and *Rapid Rehousing*. The Madera County Housing Support Program Rapid Rehousing Screening Tool (Rapid Rehousing Screening Tool) (Exhibit B), addresses all of the Front Door model values and provides the Case Manager with recommended service options. Once the Case Manager has identified that an individual is potentially in need of CalWORKs HS Program services AND the client is willing to participate, the Case Manager will determine the CalWORKs client's housing situation level of priority or severity, and identify the appropriate level of services needed. All of the CalWORKs HS Program services are documented through the assessment and intervention tools, within the Family Stabilization Plan, the C-IV and HMIS systems. Verification of the housing instability is provided by the client or through collateral contacts and may include rental agreements, cut-off notices, eviction notices or other allowable HS Program expenses.

The lowest level of intervention is identified as *Prevention*. Prevention services are identified when the family is currently housed and the family requests financial services and/or a minimum amount of support services in order to retain their existing housing. This is typically one-time only assistance consisting of issuing a single check for back rent or intervening with a landlord to negotiate a short-term solution. Staff will utilize the SAFE form and complete the FS Plan. The Rapid Rehousing Screening Tool level of assistance is Level 1 or 2 (see Exhibit B).

The second level of intervention is identified as *Diversion*. Diversion services typically result in staff interventions with the families that are both longer in duration and include higher levels of service. The client will meet with a Case Manager to complete the initial CalWORKs application or Welfare to Work orientation process. The Case Manager will review the forms completed during the orientation (including a SAFE form). The SAFE form provides information that may suggest the client or a family member has alcohol or drug issues; a history of violence or victimization; is pregnant or has health care needs; is involved in the Child Welfare System; or, is homeless or at risk of homelessness. If

more than one condition on the SAFE form is “yes”, the Case Manager will complete the ASI assessment tool. The ASI is administered by the Case Manager while they are meeting with the CalWORKs HS Program client. The Case Manager reviews the information gathered from the SAFE tool, the ASI, Front Door Level of Intervention, and the Rapid Rehousing Screening Tool. With recommendations in hand, the Case Manager and Client develop a Family Stabilization Plan that incorporates the housing goals and needs of the client. The Rapid Rehousing Screening Tool level of assistance is Level 3, 4 or 5 (see Exhibit B).

The third level of intervention is identified as *Rapid Rehousing*. The Rapid Rehousing option is appropriate for families who are currently residing in emergency shelter or Supported Housing and they want to quickly find rental housing. While families are quickly expected to pay the rent independently, the Partner agencies can help with rent/move assistance (e.g. security deposits, utility deposits and first month’s rent); case management, supportive services, monthly check-ins with clients, and financial counseling. The ASI is administered by the Case Manager while they are meeting with the CalWORKs HS Program client. With the ASI complete, the Case Manager reviews the information gathered from the ASI, Front Door Level of Intervention, and the Rapid Rehousing Screening Tool. With recommendations in hand, the Case Manager and Client develop a Family Stabilization Plan that incorporates the client’s housing goals and needs. The Rapid Rehousing Screening Tool level of assistance is Level 2, 3, 4 or 5 (see Exhibit B).

The ASI is an industry standard substance-use Clinical Functionality and Accessibility tool, used in a semi-structured interview setting to address seven potential problem areas in substance-abusing clients: medical status, employment and support, drug use, alcohol use, legal status, family/social status, and psychiatric status. The ASI is used in the Madera County FS Program and will be used within the HS Program. The ASI provides the Partner agencies with a vehicle for obtaining all of the pertinent information in all of the potential problem areas. All of the information is used to determine the overall level of vulnerability for the family; and, based on the resulting level of need; staff and the client develop a level and duration of intervention.

### 3A. STRUCTURE

Describe how your county will structure its program:

Will your county's rapid re-housing program link or supplement any already existing programs or services? If yes, please list any program partners and stakeholders with whom your county will work, including information on whether the partners are in-house or if they will be contracted and to what extent.

The Madera County CalWORKs HS Program will be administered by the Madera County Department of Social Services (MCDSS), the applicant agency. Upon State approval, the Board of Supervisors of Madera County will be presented with the action to receive the State funding and approve the Madera County CalWORKs HS Program. There will be formal agreements developed between the Partner agencies. **The Madera County CalWORKs HS Program will be the first rapid re-housing program available within this County.** The HS Program will have a two prong coordinated approach with Partner agencies and other community programs via the Fresno Madera Continuum of Care (FMCoC). All participants will cooperate with the gathering and sharing of information that is necessary to carry-out the HS Program activities. All of the participants will cooperate with any data gathering and input through the C-IV, HMIS or other system.

Partner Agencies. There are four Partner agencies who are involved in the Madera County CalWORKs HS program. These partners include: CAPMC, HACM, MCBHS and MCDSS. MCDSS is in existing contract relationships with CAPMC and MCBHS. The HACM is not a current Madera County contracted service provider although an informal relationship exists regarding sharing certain information. When approved, an MOU between the Partner agencies for the CalWORKs HS Program promoting housing stability, sharing information, goals and services will be executed.

Madera Shelters. Madera Rescue Mission, a faith-based emergency shelter, provides safe shelter, food, and clothing to vulnerable people battling addictions and homelessness. The MCDSS does not have a formal contract with the agency although staff and the Partner agencies have informal relationships with the much needed community service provider. The Madera Rescue Mission is not one of the Partner agencies at this time.

The permanent supportive housing through Shunammite Place and the emergency shelter through the Martha Diaz Battered Women's Shelter is administered by CAPMC, a Partner agency. MCDSS has a current agreement with CAPMC for their services, including coordination/referral for shelter services. All of the Madera shelter resources are currently coordinated by CAPMC enabling seamless referral of CalWORKs clients and an unduplicated shelter referral process.

Fresno Madera CoC. As a FMCoC partner, we work collaboratively with members who consist of other governmental, social service, shelter and emergency food agencies. The FMCoC HMIS system enables participants to identify emergency shelter and supportive resources within the two-county areas (Fresno County and Madera County), which enables the FMCoC members to identify on a daily basis, the appropriate resources that are available for needy individuals and families thereby minimizing the duplication of services. The Madera Partner agencies are informal members of the FMCoC. Upon approval of this plan, formal membership and an expanded level of

FMCoC HMIS access will occur, increasing the number of HMIS access points and establishing staff HMIS training.

### 3B. STRATEGY

What is your county's strategy for implementing housing identification services?

- (i) How do you propose to manage landlord recruitment and engagement?
- (ii) With whom will you work to identify potential housing units and ensure participants are accessing housing that meets habitability and safety standards?
- (iii) If your program will work with families facing housing instability or at imminent risk of losing housing, describe your county's housing retention strategies.

The Madera County CalWORKs HS Program will utilize the skills and knowledge of the HACM, a HS Program Partner and lead for housing identification services. The HS Program services will begin within 60 days of Madera's program selection, and will include self-initiated housing identification, landlord recruitment and engagement, addressing potential barriers to landlord participation via landlord services, housing inspection and safety assessments and coordination with MCDSS for the issuance of rent and move assistance (Housing Support) payments.

HS Community Integrity Meetings. The HS Program Partners, two landlords and two client members will participate in monthly meetings to discuss the HS Program implementation, addressing potential barriers to landlord participation and corrective measures to improve the program. Data and monthly performance reports and outcome information will be discussed to ensure the service population, goal and the outcomes of the program are achieved. Every month the HS program elements will be discussed to evaluate continuous movement toward the goal of housing stability. The Housing Identification Services will be an individual topic item at the Integrity Meetings, where new ideas for housing identification services are developed. Additionally on at least a quarterly basis open meetings will be held with realtors, landlords, potential landlords and concerned citizens that will allow open topics presented by the attendees as well as addressing issues and topics of interest to the landlords.

Self-Initiated Housing Identification. Self-initiated housing search will be performed by the CalWORKs HS Program participants and will include client's completing computer searches, reviewing the newspaper ads, asking friends/family, and neighborhood searches. Website resources can include Craigslist, Apartments.com and Zillow. There are computers available for CalWORKs clients to look for housing as well as telephones for contacting the landlords. The Case Manager is also available to assist the clients as needed. The Fresno Bee provides apartment and housing rentals and will be made available to the CalWORKs HS Program clients at the Welfare to Work site.

HACM will conduct outreach efforts in compliance with fair housing requirements. HACM will work with its Housing Choice Voucher (HCV) landlords and CalWORKs families and individuals and take them through the application process. HACM will ensure that all housing opportunities are adequately advertised to all types of populations and agencies. HACM will work with partner organizations and provide information/brochures/referrals to appropriate agencies in the area that provide housing assistance.

Landlord Recruitment and Engagement. The HACM will follow the U.S. Department of Housing and Urban Development (HUD), *Landlord Outreach Resources - Welfare to Work Vouchers*,<sup>9</sup> tools and instructions for landlord recruitment and outreach engagement. An educational campaign contacting area landlords and real-estate organizations will occur on a monthly basis.

The agency will develop brochure information in English and Spanish, and impliment other ideas for conducting outreach. The HACM website will be updated to include information about the opportunities available to landlords. Landlord training regarding the early warning signs of problems with tenants; using the MCDSS Housing Support program to prevent eviction; as well as maintaining an exchange of information as needed to support the families involved with the HS Program; and, identifying other resources necessary to support landlord-tenant issues before they reach the legal level of eviction. HACM will hold community meetings with landlords and educate them about various low-income housing HCV program requirements. Additionally, question and answer sessions will be included to address any questions that current or potential landlords may have regarding HCV programs and housing quality standards.

**(ii) With whom will you work to identify potential housing units and ensure participants are accessing housing that meets habitability and safety standards?**

Potential Housing Unit Identification. In addition to the self-initiated housing identification described above, the tools contained in the HUD, *Landlord Outreach Resources - Welfare to Work Vouchers*, will be used to develop housing pitches to landlords and to develop other events and activities to help landlords view CalWORKs recipients in a more-favorable light as prospective tenants. HACM will address local government to ensure the needs of the low-income population and the housing needs of the most vulnerable community members are addressed in various short term and long term plans, i.e., housing element plans.

Habitability and Safety Standards. The Madera CalWORKs HS Program will utilize the HACM, a HS Program Partner who will provide habitability and safety services. The HACM is the Madera organization with documented experience providing low income housing services as well as adhering to all HUD requirements. The HACM provides oversight of public housing standards and possesses a proven track record of successful relationships with existing community landlords. Initial and annual inspections will occur of the new and existing rental units of the approved Madera County CalWORKs HS Program participants. HACM staff will use the regulations and checklist approved for the Housing Choice Voucher Program to conduct the inspections of the HS Program participant's residents.

**(iii) If your program will work with families facing housing instability or at imminent risk of losing housing, describe your county's housing retention strategies.**

Identification, Selection and Documentation. All of the families who are seeking CalWORKs for the first time, and all of the CalWORKs clients who are now being "re-engaged" into the Welfare-to-Work employment process, will complete the appraisal process and the Family Stabilization Services (FS) assessment tool, called "SAFE" (See Exhibit A). The FS assessment tool includes six key questions specific to the HS Program and is used to engage the CalWORKs applicant and client<sup>7</sup>. The FS assessment tool will be used as the selection tool for identifying potential eligible families for the HS Program. The specific HS Program questions included in the SAFE documenting a client's housing needs are:

1. Are you homeless or do you believe you will become homeless within the next 72 hours?  
If you answered yes, please answer the next few questions.
2. Where did you sleep last night?
3. What other housing options do you have for the next few days or weeks?

4. If you are staying in someone else’s house, would any issues exist if you remain in your current housing situation? Could those be resolved with financial assistance, case management or some other services? If yes, what services would be of most benefit?
5. If coming from your own housing unit, is it possible for you to stay in your current housing unit? What resources would you need to have to keep your housing (financial assistance, case management, mediation, transportation, etc.)?
6. If you are worried for your safety, let your caseworker know.

The client will meet with a Case Manager to review the completed CalWORKs documents or Welfare to Work documents the same day as they arrive at the office. The Case Manager will review the forms and discuss the housing needs questions contained on the SAFE tool during the orientation. The resulting information is recorded in the C-IV system.

The Case Manager will immediately identify the potential HS Program participant based on their responses to the six housing questions on the SAFE tool. Immediately the Case Manager is aware of the client’s potential HS Program need; records the information in the HMIS and C-IV systems, and move forward with the risk level determination process.

Housing Retention Strategies and Landlord Services. Using the Rapid Rehousing Screening Tool (see Exhibit B) as a guide, the Case Manager will interview the family to determine what level of assistance is required for the family to retain housing. The guide’s recommendations will be followed IF the client agrees, and both will develop the Family Stabilization Plan. The Family Stabilization Plan addresses the client’s employment and housing plan decisions that is approved by the Case Manager and the Client. The levels of assistance, screening and retention barriers are listed in Table 2. The intervention to improve the client’s success with the landlord is addressed within all levels of service in order to address potential barriers to landlord participation.

Table 2: Madera County Housing Support Program Rapid Rehousing Screening Tool

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p><b>Level 1—</b></p> <p>The CalWORKs <b>household</b> will need minimal assistance to obtain and retain housing. The Madera Housing Support (HS) Program offers the following for most Level 1 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up (e.g. first month’s rent, security deposit, utility deposit).</li> <li>❖ Initial consultation related to housing search (e.g. where to find rental information, how to</li> </ul>	<p>Household has no criminal history.</p> <p>Rental history: an established local rental history. No evictions, landlord references are good to fair.</p> <p>Credit history is good, with the exception of a few late utility and</p>	<p>No significant barriers except financial: very low income, insufficient emergency reserves.</p>

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p>complete housing applications, documentation needed).</p> <ul style="list-style-type: none"> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Home visit/check-in after move-in.</li> <li>❖ Offer of services (at tenant request) for up to 3 months.</li> </ul> <p><b>Landlord</b> assistance will likely include only program contact information for tenancy concerns.</p>	<p>credit card payments.</p>	
<p><b>Level 2—</b></p> <p>The CalWORKs <b>household</b> will need routine assistance to obtain and retain housing. The HS Program offers the following for most Level 2 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up.</li> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Initial consultation and ongoing assistance with housing search, including bus tickets as needed.</li> <li>❖ Development of Housing Plan to work on any identified retention barriers.</li> <li>❖ Weekly home visits for first two months; then reduce to bi-weekly or monthly as most Housing Plan goals are met.</li> <li>❖ Services available for up to 6 months, depending on housing problems and progress toward Family Stabilization Plan goals.</li> </ul> <p><b>Landlord</b> assistance:</p> <ul style="list-style-type: none"> <li>❖ 6 month availability: landlord can call with tenancy issues and program will respond.</li> <li>❖ Program will check in with landlord</li> </ul>	<p>Household has no serious criminal history, but may have a few minor offenses such as moving violations, a DUI, or a misdemeanor.</p> <p>Rental history is limited or out-of-state. May have 1-2 explainable evictions for non-payment. Prior landlords may report a problem with timely rent.</p> <p>Credit history shows pattern of late or missed payments.</p>	<p>Financial barriers include very low income, may have inconsistent employment, poor budgeting skills.</p> <p>No serious mental illness or chemical dependency that affects housing retention. May have some level of depression or anxiety or problems responding to conflict.</p> <p>May lack awareness of landlord-tenant rights/responsibilities.</p> <p>May have minor problems meeting basic household care/cleaning.</p> <p>May have been homeless once before.</p>



Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p>periodically for updates.</p> <ul style="list-style-type: none"> <li>❖ HS Program will relocate household if landlord is considering eviction.</li> </ul>		
<p><b>Level 3—</b></p> <p>The CalWORKs <b>household</b> will need more intensive and/or longer assistance to obtain and retain housing. The HS Program offers the following for most Level 3 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up.</li> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Initial consultation and ongoing assistance with housing search, including bus tickets as needed. Staff may accompany client to the landlord interview.</li> <li>❖ Development of Housing Plan to work on any identified retention barriers.</li> <li>❖ Weekly home visits for first two months; then reduce to bi-weekly or monthly as most Housing Plan goals are met. Include unannounced drop-in visits.</li> <li>❖ Services available for up to 9 months, depending on housing problems and progress toward Family Stabilization Plan goals.</li> </ul> <p><b>Landlord</b> assistance:</p> <ul style="list-style-type: none"> <li>❖ 9 month availability; landlord can call with tenancy issues and program will respond even after services end.</li> <li>❖ Program will check in with landlord periodically for updates.</li> <li>❖ HS Program will relocate if an eviction is being considered. If household will not leave, program may pay court costs.</li> <li>❖ Program may pay or repair damages.</li> </ul>	<p>Household may have some criminal history, but none involving drugs or serious crimes against persons or property.</p> <p>Rental history includes up to 3 evictions for non-payment. Prior landlord references fair to poor. Partial damage deposit returned. Some complaints by other tenants for noise.</p> <p>Credit history includes late payments and possible court judgments for debt, closed accounts.</p>	<p>Household is very low income, has periods of unemployment, no emergency reserves, and lacks budgeting skills.</p> <p>Problems with mental health or alcohol/substance use that somewhat impacts compliance with tenancy requirements.</p> <p>May have deficits in care of apartment, landlord-tenant rights/responsibilities, and communication skills with landlord and/or other tenants.</p> <p>Conflict may exist in household.</p> <p>May have lost housing and been homeless several times in past.</p>

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p><b>Level 4—</b></p> <p>The CalWORKs <u>household</u> will need more intensive and longer assistance to obtain and retain housing. The HS Program offers the following for most Level 4 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up.</li> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Initial consultation and ongoing assistance with housing search, including bus tickets as needed. Staff may accompany client to the landlord interview.</li> <li>❖ Development of Housing Plan to work on any identified retention barriers.</li> <li>❖ Weekly home visits for first two months; then reduce to bi-weekly or monthly as most Housing Plan goals are met. Include unannounced drop-in visits.</li> <li>❖ Services available for up to 12 months, depending on housing problems and progress toward Family Stabilization Plan goals.</li> </ul> <p><b>Landlord</b> assistance:</p> <ul style="list-style-type: none"> <li>❖ 12 month availability; landlord can call with tenancy issues and program will respond; ongoing option to call even after Rapid Re-Housing services are ended can be offered or negotiated on a case-by-case basis.</li> <li>❖ Program will check in with landlord monthly (or more often if landlord prefers) for updates/issues.</li> <li>❖ May pay an additional damage deposit and/or last month's rent in addition to normal start-up costs.</li> <li>❖ HS Program will relocate household if an</li> </ul>	<p>Criminal history, violations may include drug offense or crime against persons or property.</p> <p>Rental history includes up to five evictions for non-payment and/or lease violations. Landlord references poor. Security deposit may have been kept due to damage to unit.</p> <p>Credit history is poor, late payments, may include judgment for debt to a landlord, closed accounts.</p>	<p>Extremely low income, no emergency reserves, bank accounts closed, lacks budgeting skills.</p> <p>May be using drugs/alcohol and/or has mental health problems. May have conflict with child/ren or partner. May lack ability to care for apartment or communicate appropriately with landlord and other tenants.</p> <p>Has likely been homeless multiple times or for more extended periods.</p>

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p>eviction is being considered. If household will not leave, program may pay court costs of eviction.</p> <p>❖ Program may pay or repair damages.</p>		
<p><b>Level 5—</b></p> <p>The CalWORKs Household needs longer or more intensive services; may need staff with more professional training. HS Program refers household to appropriate program thru Madera Behavioral Health, for Family Stabilization Program services or other local resources.</p>	<p>Extensive criminal background.</p> <p>Extremely poor rental history, multiple evictions, serious damage to apartment, complaints.</p> <p>Credit history includes multiple judgments, unpaid debts to landlords, closed accounts.</p>	<p>Active and serious chemical dependency or mental illness.</p> <p>Unable to comply with lease requirements or interact positively with landlord/tenants; poor apartment management skills, out-of-control behaviors by adult or child/ren.</p> <p>May have experienced chronic homelessness (multiple and/or extended periods of homelessness).</p>

The Family Stabilization Plan will outline the scope of HS Program services for the applicant. All of the Housing Plan points will take into consideration: 1) the HS Program service intervention required by the client must be client-driven; 2) the cultural/language needs of the participant will be addressed; 3) the neighborhood or community the client prefers will be met (if possible). Each of the Family Stabilization Plans will address the outcomes agreed upon by the client, which the Case Manager will record as the Housing Plan. The topics addressed are: the client’s current housing stability rating; the overall goals for the participant; the identified service/intervention(s) that will be performed and the individual/agency that is responsible for the assistance (noting if client action or agency action); the time period for the intervention; what to do if the individual has difficulties implementing the Family Stabilization Plan.

If the Family Stabilization Plan involves cash aid from the HS Program, the Case Manager will use the voucher authorization process for C-IV to issue payments. Madera County will use a special aid code to identify the type of assistance and the length of payment authorization. The cash issuance will receive final approval by the MCDSS Supervisor. The HS Program payments will be issued in most cases to the utility company and landlord.

### 3C. SERVICES

With respect to service array, please describe: (1) what services will be delivered, (2) how services will be delivered, (3) the approximate number of participants to whom services will be delivered if your county receives the level of funding requested, and (4) the anticipated duration of each service.

HS Program Services- the Delivery and Length of Service. The CalWORKs HS Program applicant can go to their choice of the four Partner agencies who are involved in the Madera County CalWORKs HS program. These partners include: CAPMC, HACM, MCBHS and MCDSS. In addition, public and private agencies will be given the latest information regarding accessing the CalWORKs HS Program. The agencies will include law enforcement, the Madera County Veterans Service Office, the Fresno Madera Continuum of Care members and the United Way (2-1-1).

This community's approach to serving each family is through a significant collaborative effort. *"A strong plan created by a diverse group of stakeholders creates a single set of community strategies with measurable outcomes and built-in accountability that leads to greater public buy-in and a more effective investment of resources."*<sup>10</sup> The Partner agencies within this proposal are united in their goal of assisting the needy people of Madera County. The Partners have both formal and informal relationships and are constantly in contact with one-another in order to individually address outstanding needs of the families that they serve.

As a Fresno Madera Continuum of Care (FMCoC) partner, all of the agencies work collaboratively with governmental, social service, shelter and emergency food agencies to identify emergency shelter and supportive resources within the two-county areas (Fresno County and Madera County) using the HMIS system, which enables the FMCoC members to identify on a daily basis, the appropriate resources that are available for needy individuals and families thereby minimizing the duplication of services. Additionally, this unique two-county collaboration will meet the State's goal of: *quickly obtaining permanent housing and providing wrap-around supports to families to foster housing retention.*

The Madera County CalWORKs HS program will use experienced staff who are trained in culturally appropriate services; staff who possess the skills and experience appropriate for engaging persons who are affected by mental illness (Mental Health First Aid trained), LGBTQ persons (2014 trained), and who have received general training and/or who have experience serving individuals of cultures prevalent in the Madera community (Mixteco, Mexican, Native American, Oaxacan, and Sikh). Additionally, CalWORKs packets will be available in English or Spanish, and all other languages and translations are available via a contracted interpreter agreement through Orchid Interpreting, Inc.

Staff will engage the families (using either English or Spanish) when they enter the office door; Partner staff will ask how they can provide assistance to the family. If the family seeks financial assistance and they are not a current CalWORKs client, the family will be directed to the MCDSS worker who is co-located at each Partner site, or the family may choose to go to the MCDSS office. If the family has no access to transportation, bus tickets can be provided.

## Community Action Partnership of Madera County

The Community Action Partnership of Madera County (CAPMC), established in 1965, with an annual budget of \$20 million, funds and supports a wide variety of programs and strategies that help persons and families overcome the effects of poverty and improve their economic situation. CAPMC is currently in a contract service relationship with MCDSS, and is looking forward to expanding housing services through the CalWORKs HS Program.

CAPMC currently administers the following human service programs at no cost or low-cost to program participants: child care, preschool readiness, Regional and Migrant Head Start program services, senior bus transportation, rape/sexual assault services, victim and witness services, permanent supportive housing for chronically homeless women through the Shunammite Place and domestic violence emergency shelter through the Martha Diaz Battered Women's Shelter. All of the services available at the CAPMC will be available to the participants of the CalWORKs HS Program participants.

Once a client enters the CalWORKs HS Program, one to three months of service interaction is anticipated. If the children participate in Head Start, child care or preschool readiness, the agency will interact with the client for approximately 12 months or more. The MCDSS CalWORKs HS Program services will include:

### Case Management

- Addressing Housing Access (emergency shelter, supportive housing and working with other Partner agencies to locate appropriate affordable housing)
- Stabilization of Families (access to preschool readiness, child care, and head start. Will refer client to any appropriate services currently available to CalWORKs clients)

### Financial Counseling

- Credit Repair and addressing Credit Barriers (refer to classes, discuss money management and develop individual credit repair plans)
- Legal Services (refer to California Rural Legal Assistance-Madera)

### Monthly Check-in with Clients

## Housing Authority City of Madera

The HACM has an annual budget of over \$9 million per year - nearly all of which is restricted funding for affordable housing programs. The agency also receives operational funding for its housing programs from HUD. HACM administers housing services that include: HCV (formerly known as the Section 8 Program), Conventional Public Housing, Farm Labor Housing and other fair market rent affordable housing programs.

The CalWORKs Housing Support Program will utilize the existing HACM housing development staff to perform the activities they are experts at providing - affordable housing. Utilizing the existing housing resource system "Housing Pro" HACM staff will identify the currently available rental units for the CalWORKs Housing Support Program families. Once a client enters the CalWORKs HS Program, one to three months of

service interaction is anticipated. Additionally, the HS Program clients will be placed on all available housing service lists, such as Housing Choice Voucher Program, which is currently, closed, however Family Unification Program (FUP) and Violence Against Women Act (VAWA) options are still available, Public Housing, Farm Labor Housing and other market rent (affordable housing) service/wait lists.

The MCDSS CalWORKs HS Program services will include:

#### Housing

- Housing Identification
- Rent/Move Assistance (via interaction with the MCDSS Case Worker)
- Landlord Outreach and Engagement
- Housing Search and Placement
- Housing Barrier identification and Assessment

#### Services

- Credit Repair (refer to classes, CAPMC and refer to California Rural Legal Assistance-Madera)
- Legal Services (refer to California Rural Legal Assistance-Madera)

Using the Prevention strategy, the Madera families will interact with the HACM who require rapid rehousing services for those individuals who are homeless or who are in a temporarily housing situation and need to find a permanent home. The HACM will work collaboratively within the community to: develop additional landlord-owned rental housing resources; to increase the number of units available and the quality of the housing options; and, provide management and oversight of the housing stock and its' quality. Other services the HACM will provide include housing identification, housing search/matching, and client assistance for addressing housing barriers. Basic discussions will occur regarding the negotiation of lease agreements.

HACM staff will analyze CalWORKs clients' needs and will explain to each family/individual what type of housing is available and provide recommendations to which type of housing is best suited for the family or individual. In addition to the housing assistance programs such as Public Housing, HCV program, Farm Labor Housing and market rate affordable housing, HACM administers FUP Vouchers, which provide special preference to families that are in the process of losing their children due to homelessness or already have lost their children due to homelessness or because they are about to become homeless. HACM administers 17 FUP vouchers which allow preferences to young adults (ages between 18 and 21).

HACM works closely with the U.S. Department of Veterans Affairs and administers 50 VASH vouchers, which provide assistance to the homeless veterans and their families. HACM will also outreach to partner agencies and departments on behalf of the CalWORKs clients for alternative housing services that HACM does not administer.

#### Madera County Behavioral Health Services

The MCBHS is a comprehensive governmental agency that provides public mental health, intellectual disability and substance abuse services through a system comprised of 42 state-licensed mental health service providers, 24 state waived pre-licensed

service providers, 8 certified alcohol and drug providers, 5 state licensed psychiatrists, and 4 locally-run community based organizations (CBO). The CBOs and MCBHS serve children and adults who have or who are at risk of mental illness, serious emotional disturbance, intellectual disabilities, or substance abuse disorders. According to the Anasazi data based medical records used by MCBHS, the agency serves over 4,637 persons annually, and operates on a \$19 million budget annually. Over the last 45 years, MCBHS and its contracted CBOs and network providers have provided the residents of Madera County with services which include outpatient individual/family/group therapy, in-home and community based case management, transportation to appointments, housing for mentally ill, paid work experience, hospitalization, psychiatry (including telepsychiatry), nursing services, medication management, 24 hours emergency/crisis services, and pharmaceutical consultation.

Through an existing relationship between MCBHS and MCDSS, the partner's address the CalWORKs FS Program. The FS Program provides mental health and substance abuse intervention to CalWORKs families. The CalWORKs FS Program provides an entry point for CalWORKs participants with self-identified employment barriers. Using the FS Program tool, based on the responses, client behavioral health issues become evident and may include mental health issues, substance use or abuse and domestic violence. Using the same FS Program tool, the CalWORKs HS Program potential eligible clients are identified.

The MCBHS will complete their assessment process utilizing qualified staff that provides linguistically and culturally appropriate services. The majority of CalWORKs clients are eligible to Medi-Cal services. Medi-Cal can be used to pay for mental health treatment and substance abuse treatment. Based on individual evaluations and recommendations, if treatment or mental health services are required, a time-limited case plan is developed. Once a client enters the CalWORKs HS Program, one to nine months of service delivery is anticipated. The MCDSS CalWORKs HS Program services will include:

#### Case Management

- Mental Health
- Substance Abuse
- Domestic Violence
- Addressing Housing Access (working with the other Partner agencies)
- Stabilization of Families (refer to community support services and to any appropriate resources currently available to CalWORKs clients)
- Credit Barriers (refer to CAPMC, classes as well as discussing money management)
- Legal Services (refer to California Rural Legal Assistance-Madera)

#### Bi-weekly to Monthly check-in with Clients

- Mental Health
- Substance Abuse Services
- Domestic Violence

### Madera County Department of Social Services

The MCDSS provide services designed to strengthen the lives of families and individuals in Madera County. The Department partners with multiple County Departments and

community organizations in order to carry out its' mandated services. Department staff guides families in finding and implementing solutions to challenges as they navigate barriers to self-sufficiency and family functioning. The MCDSS administers programs that include: CalWORKs, Welfare to Work, CalFRESH, Medi-Cal, County Medical Services Program, General Assistance, Adult Protective Services, In-Home Supportive Services and the In-Home Supportive Services Public Authority. Additional responsibilities include the Child Welfare Services, Foster Care, Public Guardian/Conservator/ Administrator and Adoptions. The MCDSS CalWORKs HS Program services will include:

Eligibility Determination for CalWORKs HS Program and other benefits

Rent & Move Assistance

Funding for Housing (start-up and remedy that may include first/last, security deposit, utility deposit, and payments)  
Stabilization – Financial (refer to classes, CAPMC and/or MCBHS)

Case Management

- Addressing Housing Access (working with the other Partner agencies)
- Stabilization of Families (refer to community support services and to any appropriate resources currently available to CalWORKs clients)
- Credit Barriers (refer to CAPMC, classes as well as discussing money management)
- Legal Services (refer to California Rural Legal Assistance-Madera)
- Financial Application Assistance (assist clients with SSA/SSI, and other public and health benefit applications)

Monthly check-in with Clients

- Mental Health
- Substance Abuse Services

Data Collection

Data Reporting

- Using HMIS and SAWS

Other Madera County Service Providers. The County Veteran's Services Office (CVSO) is an office established by the Board of Supervisors of Madera County to assist every veteran, their dependents and survivors in presenting and pursuing any claim in establishing the veteran's right for benefits provided by law. The services of the CVSO will be utilized to connect any of the military and veterans to potentially eligible benefits. Additionally, assistance is provided to individuals who are requesting military records and medals; recording individual's DD214 forms, filing claims, reopen claims and follow-up on claims to insure final decisions. Further assistance is provided in applying for education benefits, college fee waivers and more.

Number of Participants. As homeless assistance is typically allowed one-time during a lifetime, viewing the data for a 24-month period will provide an appropriate data set to determine the number of families (as CalWORKs is a time limited program) that we can estimate in need of CalWORKs Housing Support Program services during a 12 month period. Madera County estimates 217 families who will annually apply and potentially be



found eligible for the CalWORKs Housing Support Program based upon CalWORKs Housing Support Program Data (see Exhibit C). Based on this rationale, the abbreviated implementation timeframe, and the State Fiscal Year, Madera County projects 109 families who will be eligible for the CalWORKs Housing Support Program during FY 2014-15. Additionally, of those families we can anticipate the following sub-populations and specialty groups who will qualify for Madera's CalWORKs Housing Support program:

- Individuals reuniting with their families after they are released from jails or prisons
- Domestic violence victims
- Victims of human trafficking
- Veterans and their families
- LGBTQ persons with children
- Youth aging out of the foster care system
- Young adults and families involved in CWS
- Persons with diagnosed/undiagnosed psychiatric illnesses who have children
- Migrant farmworkers and their families
- Rural families
- Refugee families

Using the new modified FS assessment tool, called "SAFE" (See Exhibit A). MCBHS will use experienced staff that is trained in culturally appropriate services to identify persons in crisis. The MCBHS staff possesses the skills and experience appropriate for engaging all populations within the Madera community.

### 3D. SELECTION CRITERIA

What are your selection criteria for families to participate in the program? How will participants be identified?

HS Program Identification. Any person who is potentially eligible to CalWORKs and who state they are homeless or demonstrate they are in unstable living arrangements such as living in a car, facing eminent eviction, or, in temporarily living arrangements, can explore services via CalWORKs HS program services. If a household is found to be at eminent risk of homelessness, or who is homeless and they meet all of the other criteria of CalWORKs eligibility, they will be selected and identified as potentially HS program eligible.

The Madera County CalWORKs HS Program will use a comprehensive coordinated entry at the Front Door, which would be any of the Partner agency's four office locations. The partners will coordinate their individual agency services in a continuum of care approach to address the individual family's needs based on their willingness to participate within the program as the Driver of their services; the client's measured vulnerability at this moment; and, the coordinated, continuum of services that is available and will be provided via the collaborative partnerships.

Using the new modified CalWORKs FS Program tool (SAFE) (Exhibit A) as the initial screening tool; the Case Manager will use experienced staff that is trained in culturally appropriate services to identify persons at risk of homelessness or who have an unsafe/unstable living situation. The HS Program tool is available in English or Spanish, and all other languages are provided via a contracted interpreter agreement.

HS Program Selection Criteria. The potential applicant can go to their choice of the four Partner agencies who are involved in the CalWORKs HS program. These partners include: CAPMC, MCHA, MCBHS and MCDSS. In addition, public and private agencies will be given the latest information regarding accessing the CalWORKs HS Program. The agencies will include law enforcement, the Fresno Madera Continuum of Care members, the Madera County Veterans Service Office, Madera County Workforce Investment Corporation, Madera Unified School District/Madera Adult School, California Rural Legal Assistance-Madera and the United Way (2-1-1).

The CalWORKs HS program will use experienced staff who are trained in culturally appropriate services; staff who possess the skills and experience appropriate for engaging persons who are affected by mental illness (Mental Health First Aid trained), LGBTQ persons (2014 trained), and who have received general training or/and who have experience serving individuals of cultures prevalent in the Madera community (Mixteco, Mexican, Native American, Oaxacan, and Sikh).

There will be up to one (1) FTE Eligibility Worker or Employment and Training Worker (Case Manager) located at each Partner agency site to: accept and determine eligibility to the CalWORKs program, or address Welfare to Work activities and the CalWORKs HS program; carry out the CalWORKs HS Program Rent and Moving Assistance; and, provide Case Management. Additionally, the Case Manager will administer the evaluation tools for the CalWORKs Family Stabilization and Housing Support Programs. The Case Manager will accept all applications at either the Partner Agency sites or the

MCDSS offices. Only families who are determined eligible for CalWORKs will be selected as “potentially eligible” for the CalWORKs HS Program.

Staff will engage the families (using either English or Spanish) when they enter the office door; Partner staff will ask how they can provide assistance to the family. If the family seeks financial assistance and they are not a current CalWORKs client, the family will be directed to the MCDSS Case Manager who is co-located at each Partner site, or the family may choose to go to the MCDSS office. If the family has no access to transportation, bus tickets can be provided.

Identification, Selection and Documentation. All of the families who are seeking CalWORKs for the first time will complete the appraisal process, and all of the CalWORKs clients who are now being “re-engaged” into the Welfare to Work employment process, will complete the FS assessment tool, called “SAFE” (See Exhibit A. The FS assessment tool includes six key questions specific to the HS Program and is used to engage the CalWORKs applicant and client<sup>7</sup>. The FS assessment tool will be used as the selection tool for identifying potential eligible families for the HS Program. The specific HS Program questions included in the SAFE documenting a client’s housing needs are:

1. Are you homeless or do you believe you will become homeless within the next 72 hours?  
If you answered yes, please answer the next few questions.
2. Where did you sleep last night?
3. What other housing options do you have for the next few days or weeks?
4. If you are staying in someone else’s house, would any issues exist if you remain in your current housing situation? Could those be resolved with financial assistance, case management or some other services? If yes, what services would be of most benefit?
5. If coming from your own housing unit, is it possible for you to stay in your current housing unit? What resources would you need to have to keep your housing (financial assistance, case management, mediation, transportation, etc.)?
6. If you are worried for your safety, let your caseworker know.

The client will meet with a Case Manager to review the completed CalWORKs documents or Welfare to Work documents the same day as they arrive at the office. The Case Manager will review the forms and discuss the housing needs questions contained on the SAFE tool during the orientation. The resulting information is recorded in the C-IV system.

The Case Manager will immediately identify the potential HS Program participant based on their responses to the six housing questions on the SAFE tool. Immediately the Case Manager is aware of the client’s selection for the HS Program; records the information in the HMIS and C-IV systems, and move forward with the risk level determination process and determine the level of Rent and Move Assistance.

### 3E. ASSESSMENT PROCESS

How will you assess a family's housing needs and barriers?

The Madera County HS Program will use a robust assessment process to gather information from the family, review documentation and make collateral contacts in order to assist the family to make the critical decisions to improve their lives. Madera County HS Program has four assessment steps in the Madera CalWORKs HS Program. The SAFE assessment; a Coordinated Assessment to evaluate the level of intervention; and, a Rapid Rehousing tool to recommend appropriate interventions. If the client is being considered for Welfare to Work, an ASI is also administered.

Identification, Selection and Documentation. All of the families who are seeking CalWORKs for the first time will complete the appraisal process, and all of the CalWORKs clients who are now being "re-engaged" into the Welfare-to-Work employment process, will complete the Family Stabilization Services (FS) assessment tool, called "SAFE" (See Exhibit A). The FS assessment tool includes six key questions specific to the HS Program and is used to engage the CalWORKs applicant and client<sup>7</sup>. The FS assessment tool will be used as the selection tool for identifying potential eligible families for the HS Program. The specific HS Program questions included in the SAFE documenting a client's housing needs are:

1. Are you homeless or do you believe you will become homeless within the next 72 hours?  
If you answered yes, please answer the next few questions.
2. Where did you sleep last night?
3. What other housing options do you have for the next few days or weeks?
4. If you are staying in someone else's house, would any issues exist if you remain in your current housing situation? Could those be resolved with financial assistance, case management or some other services? If yes, what services would be of most benefit?
5. If coming from your own housing unit, is it possible for you to stay in your current housing unit? What resources would you need to have to keep your housing (financial assistance, case management, mediation, transportation, etc.)?
6. If you are worried for your safety, let your caseworker know.

The client will meet with a Case Manager to review the completed CalWORKs documents or Welfare to Work documents the same day as they arrive at the office. The Case Manager will review the forms and discuss the housing needs questions contained on the SAFE tool during the orientation. The resulting information is recorded in the C-IV system.

The Case Manager will immediately identify the potential HS Program participant based on their responses to the six housing questions on the SAFE tool. Immediately the Case Manager is aware of the client's potential HS Program need; records the information in the HMIS and C-IV systems, and move forward with the risk level determination process.

Determining Risk Levels and Priorities. The Madera CalWORKs HS Program's intent is to utilize an evidence-based model to establish an order of priority for homeless prevention and rapid rehousing service levels and to ensure that the people with the

most severe service needs are immediately given a higher level of case management. Clearly, none of the agencies involved in this proposal will discriminate against any particular group or nationality. Additionally, all agencies will continue to comply with the nondiscrimination provisions of Federal civil rights laws, including, but not limited to, the Fair Housing Act, Section 504 of the Rehabilitation Act, Title VI of the Civil Rights Act, and Titles II or III of the Americans with Disabilities Act, as applicable.

Documentation. The Case Manager determines which level of intervention is appropriate based upon each family’s situation. Utilizing the Coordinated Assessment (Front Door) model<sup>8</sup>, the level of intervention will be assessed (see Table 3) and documented through the assessment and intervention tools, within the Family Stabilization Plan, and the C-IV and HMIS systems.

Table 3: Front Door Model Levels of Interventions

CalWORKs Client’s Housing Situation	Intervention Used	Services Provided (Potentially provided based on Client’s Housing Plan)
<b>AT IMMINENT RISK OF LOSING HOUSING</b> Client is precariously housed and not yet homeless.	<b>PREVENTION</b>	Landlord Outreach & Engagement Housing Identification Housing Access
<b>REQUESTING SHELTER</b> Client is at the “Front Door” seeking a place to stay. Front Door program system entry points are through the Madera Partner Agencies: (CAPMC, HACM, MCBHS & MCDSS).	<b>DIVERSION</b>	Housing Search Rent & Move Assistance Housing Placement Housing Barrier Identification & Assessment Financial Counseling Credit Repair
<b>IN SHELTER</b> Client is currently homeless or is currently in the HMIS system.	<b>RAPID RE-HOUSING</b>	Stabilization of Families Legal Services Monthly check-ins with clients Mental Health Substance Abuse Services Case Management Domestic Violence Counseling

The Front Door model values include *Prevention*, *Diversion* and *Rapid Re-housing*. The Madera County Housing Support Program Rapid Rehousing Screening Tool (Rapid Rehousing Screening Tool) (Exhibit B), addresses all of the Front Door model values and provides the Case Manager with recommended service options. Once the Case Manager has identified that an individual is potentially in need of CalWORKs HS Program services, the Case Manager will determine the CalWORKs client’s housing situation level of priority or severity, and identify the appropriate level of services needed. All of the CalWORKs HS Program services are documented through the assessment and intervention tools, within the Family Stabilization Plan, and the C-IV and HMIS systems. Verification of the housing instability is provided by the client or through collateral contacts and may include rental agreements, cut-off notices, eviction notices or other allowable HS Program expenses.

The lowest level of intervention is identified as *Prevention*. Prevention services are identified when the family is currently housed and the family requests financial services and/or a minimum amount of support services in order to retain their existing housing.

This is typically one-time only assistance consisting of issuing a single check for back rent or intervening with a landlord to negotiate a short-term solution. With recommendations in hand, the Case Manager and Client develop a FS Plan that incorporates the housing goals and needs of the client. The Rapid Rehousing Screening Tool level of assistance is Level 1 or 2 (see Exhibit B).

The second level of intervention is identified as *Diversion*. Diversion services typically result in staff interventions with the families that are both longer in duration and include higher levels of service. The client will meet with a Case Manager to complete the initial CalWORKs application or Welfare to Work orientation process. The Case Manager will review the forms completed during the orientation (including a SAFE form). The SAFE form provides information that may suggest the client or a family member has alcohol or drug issues; a history of violence or victimization; is pregnant or has health care needs; is involved in the Child Welfare System; or, is homeless or at risk of homelessness. If more than one condition on the SAFE form is “yes”, the Case Manager will complete the ASI assessment tool. The ASI is administered by the Case Manager while they are meeting with the CalWORKs HS Program client. The Case Manager reviews the information gathered from the SAFE tool, the ASI, Front Door Level of Intervention, and the Rapid Rehousing Screening Tool. With recommendations in hand, the Case Manager and Client develop a FS Plan that incorporates the housing goals and needs of the client. The Rapid Rehousing Screening Tool level of assistance is Level 3, 4 or 5 (see Exhibit B).

The third level of intervention is identified as *Rapid Rehousing*. The Rapid Rehousing option is appropriate for families who are currently residing in emergency shelter or Supported Housing and they want to quickly find rental housing. While families are quickly expected to pay the rent independently, the Partner agencies can help with rent/move assistance (e.g. security deposits, utility deposits and first month’s rent); case management, supportive services, monthly check-ins with clients, and financial counseling. The ASI is administered by the Case Manager while they are meeting with the CalWORKs HS Program client. With the ASI complete, the Case Manager reviews the information gathered from the ASI, Front Door Level of Intervention, and the Rapid Rehousing Screening Tool. With recommendations in hand, the Case Manager and Client develop a FS Plan that incorporates the client’s housing goals and needs. The Rapid Rehousing Screening Tool level of assistance is Level 2, 3, 4 or 5 (see Exhibit B).

The ASI is an industry standard substance-use Clinical Functionality and Accessibility tool, used in a semi-structured interview setting to address seven potential problem areas in substance-abusing clients: medical status, employment and support, drug use, alcohol use, legal status, family/social status, and psychiatric status. The ASI is used in the Madera County FS Program and will be used within the HS Program. The ASI provides the Partner agencies with a vehicle for obtaining all of the pertinent information in all of the potential problem areas. All of the information is used to determine the overall level of vulnerability for the family; and, based on the resulting level of need; staff and the client develop a level and duration of intervention.

### 3F. RENTAL ASSISTANCE

Describe how your program will determine the duration and amount of rental assistance, along with any criteria your program will use to evaluate continued participation in, or renewal of, assistance.

Only the most recent publications on housing support programs and activities have data regarding Rapid Rehousing and system costs for the **Temporary Assistance for Needy Families (TANF)** program. TANF is the federal source of assistance to the states needy families. TANF is designed to help needy families achieve self-sufficiency. States receive block grants to design and operate programs that accomplish one of the purposes of the TANF program. Within the HUD publication from March, 2010, *Costs Associated with First-Time Homelessness*<sup>11</sup>, an analysis of individuals receiving TANF funds is presented along with the lengths of stay in six scattered shelter systems throughout the U.S. Additionally, the resource presents the average costs for individuals and families who are housed within the shelters. This information along with the information obtained from all of the other reference items utilized while developing this proposal, provide the strength and support for the criteria for this Plan to address Madera's affordable housing quandary; the service design of the housing support program; the approach for the population to be served; and, the budget developed to support this housing program request.

Based on data and publications identified throughout this HS Program request, the majority of the CalWORKs persons who will be served through Madera County's HS Program will be "one-stay" homeless families. Madera will serve 60% of the families within the Housing Support Program with short-term, non-recurrent benefits. The HS Program funds will help families address a short-term housing need, not expected to be long-lasting, or to recur.

Rapid Rehousing Screening Tool. Using the National Alliance to End Homelessness website [www.endhomelessness.org](http://www.endhomelessness.org), for their evidence-based resources, the Rapid Rehousing Triage Tool was used to develop **Madera's Rapid Rehousing Screening Tool (see Exhibit B), as a guide for determining the duration and level of assistance a family will receive based on each CalWORKs family's situation**. The Case Manager will interview the family to determine what level of assistance is required for the family to retain or re-enter housing. Evidence, collateral contacts and documentation will be obtained to verify the level of financial need. The Rapid Rehousing Screening Tool will guide the Case Manager's recommendations IF the client agrees, and both will develop the Family Stabilization Plan.

The Family Stabilization Plan addresses the client's housing plan decision that is approved by the Case Manager and the Client. The levels of assistance, screening and retention barriers are listed in Table 2. The Family Stabilization Plan is focused on CalWORKs client's re-entering employment; the first step in re-employment is to first address the basic human needs of food, clothing and shelter.

It is estimated that 60% of the families to be served will be categorized as Level 1, Prevention Services, on the Rapid Rehousing Screening Tool. The Rapid Rehousing Screening Tool provides recommendations for the service duration for families. Level 1 service is anticipated to be up to three months. The cost estimate for Level 1 Prevention Services is projected at no more than \$3,500 in total payments.

Madera will serve the remaining 40% of the families within the Housing Support Program with Diversion and Rapid-Rehousing services. The Rapid Rehousing Screening Tool level of assistance is Levels 2-5. The term of the service is anticipated to be from three months to 12 months. The cost estimate for Level 2-5 Prevention Services is projected at no more than \$3,500 in total payments. The supportive services are longer term and may be intensive. Alternative funding from other Federal, State, local and private sources will be used to supplement the provision of services to the family.

It is estimated that of the 40%, 10% will be Levels 4-5. These families will require intensive services; they may be involved with the Child Welfare Services' system and will benefit from the Rapid Rehousing Services offered through Madera's CalWORKs HS Program. The term of the service is anticipated to be 12 months. The cost estimate for Level 2-5 Prevention Services is projected at no more than \$3,500 in total payments. The supportive services are longer term and may be intensive. Alternative funding from other Federal, State, local and private sources will be used to supplement the provision of services to the family.



### 3G. CAPACITY TO COLLECT DATA

Describe your capacity to collect data about your program and its effect on clients. This may include administrative and/or qualitative data.

If funded, Madera County's Departments of Social Services and Behavioral Health Services; Community Action Partnership of Madera County and the Housing Authority of the City of Madera will ensure the data collected and inputted into the HMIS and C-IV systems, as well as the individual agency systems and records are completed, collected and recorded accurately. Data Collection is a critical component of the HS Program to reflect the actual realized results from the program interventions.

HS Community Integrity Meetings. The HS Program Partners, two landlords and two client members will participate in monthly meetings to discuss the HS Program implementation, addressing potential barriers to landlord participation and corrective measures to improve the program. Data and monthly performance reports and outcome information will be discussed to ensure the service population, goal and the outcomes of the program are achieved. The HS Community Integrity Meetings will be used to review data in terms of integrity, accuracy and effects on clients. Every month the HS program elements will be discussed to evaluate continues movement toward the goal of housing stability.

Performance Feedback and Assessment. Performance feedback and assessment will be regular and on-going throughout the duration of the HS Program project. Assessments will occur at the beginning, mid-point, and end of the project. When there are barriers encountered affecting the objectives' progress, documentation of the barriers will reflect the nature and cause for barriers as well as a plan to overcome or adjust the project plan to address the barrier.

Data Management. All of the information gathered is scanned into the C-IV system. No paper files will be maintained. Any lists of active clients will be kept in locked file cabinets and secured each day. The County of Madera employs an IT Department Director who is responsible for the integrity and security of the data, equipment, systems and automated records within the County. Additionally, all of the data servers are located at a site apart from the HS Program office locations in locked secured facilities accessible by key card systems that are operated via electronic means.

Protect Clients. There are no foreseeable risks or potential adverse effects anticipated as a result of this project or data collection. All HS Program interventions will be available to all CalWORKs clients. The participation in the HS Program is voluntary with each client participating in the design of the interventions and the guide to the services. Outreach to the potential clients will be global and consist of flyers, posters, posts on the websites of the Partner agencies and through news briefs in local newspapers. Client information will be gathered via an automated HMIS or C-IV computer system by the Case Manager.

### 3H. STRATEGIES TO MAXIMIZE FUNDS

Describe strategies you will use to maximize direct services and minimize administrative expenses.

Budget Development. As demonstrated by the Madera County HS Program narrative and budget, the existing resources of all four Partner Agencies will be maximized by supporting all of the staffing costs with local, State and Federal sources. The majority of the funding requested within the CalWORKs Housing Support Program is dedicated to funding Rent & Move Assistance and materials for the client's direct benefit. The budget will be reviewed on a monthly basis to evaluate the expenditures in relationship to the clients and services provided. Recommendations will be made to the Partners and MCDSS Directors on a monthly, quarterly and semi-annual basis.

HS Community Integrity Meetings. The HS Program Partners, two landlords and two client members will participate in monthly meetings to discuss the HS Program implementation, addressing potential barriers to landlord participation and corrective measures to improve the program. Data and monthly performance reports and outcome information will be discussed to ensure the service population, goal and the outcomes of the program are achieved. The HS Community Integrity Meetings will be used to review data in terms of integrity, accuracy and effects on clients. Every month the HS program elements will be discussed to evaluate continues movement toward the goal of housing stability.

The HS Program will address the system errors and duplication which results in administrative losses via the HS Community Integrity Meetings. The implantation team reports (as each of the four sites go "live" reflecting the HS Program difficulties); will offer the opportunity to identify faulty systems and processes. Once the HS Community Integrity Meetings identify recommended solutions, the recommendations are taken back to the HS Partner Agency's Directors for approval and adoption. Once the new processes are implemented within the project site, the process of review is repeated when the next site is opened.

Performance feedback and assessment. Performance feedback and assessment will be regular and on-going throughout the duration of the HS Program project. Reports will be reviewed every month. Assessments will occur at the beginning, mid-point, and end of the project. When barriers to progress toward objectives are found, documentation of the barriers will reflect the nature and cause for barriers as well as a plan to overcome or adjust the project plan to address the barrier.

### 3I. TIMETABLE

Describe the anticipated timetable for implementing the program.

The timetable detail is provided in Table 3. All of the dates are subject to change; however MCDSS and the HS Partner Agencies are willing to do “whatever it takes” to implement the program upon the award of the HS Program funds.

Table 3 - Madera County CalWORKs HS Program Timetable.

Project Activities	Date Completed	Persons Responsible
Grant Award Received for Madera County!	9/1/2014	State DSS
Complete Board of Supervisors of Madera County Agenda Item to accept funding and execute Partner Agreements	9/30/14	MCDSS Project Coordinator
Develop Interagency Agreement	9/9/2014	MCDSS Project Coordinator
Project Coordinator identified for all 4 HS Project sites. Information documented and shared with HS Partners	9/1/2014	MCDSS Deputy Director
Recruit/hire staff (1 EW & 3 ETW)	10/30/2014	MCDSS Deputy Director
Purchase IT and software items	10/30/2014	MCDSS Project Coordinator
Develop outreach material (Spanish/English)	11/30/14 and ongoing	All Project Coordinators
CalWORKs HS Program meetings	Bi-weekly until all sites up. Thereafter Monthly	All Project Coordinators
Present to MLA, real estate and landlord groups (Spanish/English)	Quarterly	HACM Project Coordinator
Publicize project information in local media and 4 Partner agency's websites, staff meetings and newsletters	9/15/2014	MCDSS Project Coordinator
Establish HS Community Integrity Meetings. Members are the HS Program Partners, two landlords and two client members	10/1/2014	Directors of the 4 Partner Agencies
Finalize protocol, forms (Spanish/English) and processes	10/15/2014	All Project Coordinators
Hire Front Door and Housing Identification trainers	11/1/2014	MCDSS Project Coordinator
Present all staff of all 4 Partner Agencies with Front Door Training. Present Housing Identification training to public/realtors, HACM and CAPMC staff. Include T for T so experts are developed within the agencies	11/1/2014	MCDSS/ HACM Project Coordinators
Develop implementation team	10/1/2014	Directors of the 4 Partner Agencies

Hold coffee meetings with staff at Site 1 to discuss roll out of the site Monday prior to opening of HS Program	11/15/2014	All Project Coordinators
HS Partner Meeting	10/1/2014	Directors of the 4 Partner Agencies and Project Coordinators
Roll out services at Site 1	12/1/2014	MCDSS Project Coordinator
Discuss pluses and minuses experienced during roll out of services	12/8/2014	MCDSS Project Coordinator
Review service numbers with HS implementation teams and HS Project members	Weekly till 2/1/14	MCDSS Project Coordinator
Hold coffee meeting with staff at Site 2 to discuss roll out of the site Monday prior to opening of HS Program	12/22/2014	HACM Project Coordinator
Roll out services at Site 2	12/29/2014	HACM Project Coordinator
Discuss pluses and minuses experienced during roll out of services	1/7/2015	HACM Project Coordinator
Review service numbers with HS implementation teams and HS Project members	1/7/2015	HACM Project Coordinator
Hold coffee meeting with staff at Site 3 to discuss roll out of the site Monday prior to opening of HS Program	1/12/2015	MCBHS Project Coordinator
Roll out services at Site 3	1/20/2015	MCBHS Project Coordinator
Discuss pluses and minuses experienced during roll out of services	1/28/2015	MCBHS Project Coordinator
Review service numbers with HS implementation teams and HS Project members	2/4/2015	MCBHS Project Coordinator
Hold coffee meeting with staff at Site 4 to discuss roll out of the site Monday prior to opening of HS Program	2/17/2015	CAPMC Project Coordinator
Roll out services at Site 4	2/23/2015	CAPMC Project Coordinator
Discuss pluses and minuses experienced during roll out of services	3/4/2015	CAPMC Project Coordinator
Review service numbers with HS implementation teams and HS Project members	3/4/2015	CAPMC Project Coordinator
HS Community Integrity Meeting	Monthly	MCDSS Project Coordinator
Meeting with the Landlords	Quarterly	HACM Project Coordinator

4. BUDGET & NARRATIVE

What is the amount of funding that you are requesting?

Madera County is requesting \$431,300 in CalWORKs Housing Support Program funds in FY 2014-15 to support 109 families exit or avoid homelessness. The funds to support Administration and Data Collection will be absorbed within the CalWORKs allocation, County match and other sources. 100% of the requested Housing Support Program funds will be used to support Program Operation consisting of Services and Supplies and Support and Care of Persons.

Madera County will utilize \$458,685 in State and other funding sources to support the Personnel and Benefits, Services and Supplies, and Small Tools and Equipment. Approximately \$22,250 funds will be committed from Madera County to meet the State allocation matching fund requirement. Please see the following detail of the FY 2014-15 Madera County CalWORKs Housing Support Program budget.

Madera County Department of Social Services

4. BUDGET

ITEM	PER UNIT COST	# OF UNITS	REQ. HS PRGRM FUNDS	OTHER STATE/MISC FUNDS	COUNTY FUNDS	SUBTOTAL	TOTAL
<b>PERSONNEL</b>							
ELIGIBILITY WORKER	\$ 41,792	1		\$ 41,792	\$ 1,045	\$ 42,837	\$ 42,837
WELFARE TO WORK	\$ 73,678	3		\$ 221,034	\$ 5,526	\$ 226,560	\$ 226,560
Subtotal			\$ -	\$ 262,826	\$ 6,571	\$ 269,397	\$ 269,397
STAFF BENEFITS	41%			\$ 107,759	\$ 2,694	\$ 110,453	\$ 110,453
Mileage	\$ 1,000	4		\$ 4,000	\$ 100	\$ 4,100	\$ 4,100
Subtotal			\$ -	\$ 111,759	\$ 2,794	\$ 114,553	\$ 114,553
<b>TOTAL PERSONNEL</b>			\$ -	\$ 374,585	\$ 9,365	\$ 383,949	\$ 383,949
<b>SERVICES AND SUPPLIES</b>							
Office Supplies	\$ 400	12		\$ 4,800	\$ 120	\$ 4,920	\$ 4,920
Program Supplies	\$ 1,000	12	\$ 12,000		\$ 300	\$ 12,300	\$ 12,300
<b>CONTRACTED SERVICES</b>							
Training	\$ 7,000	1	\$ 7,000		\$ 175	\$ 7,175	\$ 7,175
Madera County Behavioral Health Services			\$ 10,000		\$ 250	\$ 10,250	\$ 10,250
Housing Authority City of Madera			\$ 10,000		\$ 250	\$ 10,250	\$ 10,250
Community Action Partnership Madera County			\$ 10,000		\$ 250	\$ 10,250	\$ 10,250
HMIS Training	\$ 800	1	\$ 800		\$ 20	\$ 820	\$ 820
Subtotal			\$ 49,800	\$ 4,800	\$ 1,365	\$ 55,965	\$ 55,965
<b>TOTAL SERVICES &amp; SUPPLIES</b>			\$ 49,800	\$ 4,800	\$ 1,365	\$ 55,965	\$ 55,965
<b>SMALL TOOLS &amp; EQUIPMENT</b>							
<b>IT ITEMS</b>							
PC	\$ 1,200	4		\$ 4,800	\$ 120	\$ 4,920	\$ 4,920
Scanner for C-IV	\$ 2,800	4		\$ 11,200	\$ 280	\$ 11,480	\$ 11,480
Desk Phone	\$ 400	4		\$ 1,600	\$ 40	\$ 1,640	\$ 1,640
IPAD	\$ 1,200	4		\$ 4,800	\$ 120	\$ 4,920	\$ 4,920
Printer	\$ 2,600	4		\$ 10,400	\$ 260	\$ 10,660	\$ 10,660
Miscellaneous IT Connectivity	\$ 1,000	1		\$ 1,000	\$ 25	\$ 1,025	\$ 1,025
HMIS	\$ 550	7		\$ 3,850	\$ 96	\$ 3,946	\$ 3,946
Software	\$ 500	4		\$ 2,000	\$ 50	\$ 2,050	\$ 2,050
Subtotal			\$ -	\$ 39,650	\$ 991	\$ 40,641	\$ 40,641
<b>TOTAL SMALL TOOLS &amp; EQUIPMENT</b>			\$ -	\$ 39,650	\$ 991	\$ 40,641	\$ 40,641
<b>SUPPORT &amp; CARE OF PERSONS</b>							
Rent & Move Assistance	\$ 3,500	109	\$ 381,500		\$ 9,538	\$ 391,038	\$ 391,038
Subtotal			\$ 381,500	\$ 39,650	\$ 10,529	\$ 431,679	\$ 431,679
<b>TOTAL SUPPORT &amp; CARE OF PERSONS</b>			\$ 381,500	\$ 39,650	\$ 10,529	\$ 431,679	\$ 431,679
<b>GRAND TOTAL</b>			\$ 431,300	\$ 458,685	\$ 22,250	\$ 912,234	\$ 912,234

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<http://www.housingresourcesinc.org/hri-services/homeless-prevention-eviction-diversion>

Madera County Department of Agriculture, Weights and Measures. 2012 Annual Crop Report.



## EXHIBITS

**MADERA COUNTY DEPARTMENT OF SOCIAL SERVICES  
 CalWORKs/WELFARE-TO-WORK/CHILD WELFARE SERVICES PROGRAMS  
 SELF-ASSESSMENT FUNCTIONING EVALUATION**

**NOTE: For persons under 18 years of age, please use the back side of this form for questions 1 – 7.**

Yes	No		Currently	In last Year	More 2 years
<b>I have:</b>					
<input type="checkbox"/>	<input type="checkbox"/>	1. Lost time from work due to drinking/using drugs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	2. Been annoyed by people who think I should quit drinking/using drugs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	3. Gotten into financial difficulty because of my drinking/drug use.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	4. Had a drink/drug in the morning to steady my nerves or get rid of a hangover.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	5. Sometimes felt bad or guilty about my drinking/drug use.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	6. Felt I should cut down on my drinking/drug use.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	7. Had a partial or complete loss of memory (black-out) from drinking/drugs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Someone in my life has:</b>					
<input type="checkbox"/>	<input type="checkbox"/>	8. Thrown or broken things or scared me in other ways.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	9. Insulted me or my children or called me names in front of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	10. Behaved in a jealous way towards me or tried to keep me from my family/friends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	11. Threatened to harm him/herself, me and/or my family if I leave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	12. Physically hurt me in some way (pull hair, slap, push, choke, hit, even if it did not leave a mark).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>I have or one of my family members has:</b>					
<input type="checkbox"/>	<input type="checkbox"/>	13. Had thoughts of harming self or someone else.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	14. Had major life changes that have been hard to heal with (divorce, death, loss of job).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	15. Had changes in my day-to-day life (trouble getting out of bed, change in sleep or eating habits, scary dreams, or not wanting to be with others.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	16. Heard voices that others do not hear or that tell me to do things I don't want to do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	17. Had problems finding a job because of mental illness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	18. Found it hard to focus or remember things (day of the week/important appointments).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Currently:</b>					
<input type="checkbox"/>	<input type="checkbox"/>	19. I am pregnant.	<input type="checkbox"/> 1 <sup>st</sup> Trimester	<input type="checkbox"/> 2 <sup>nd</sup> Trimester	<input type="checkbox"/> 3 <sup>rd</sup> Trimester
<input type="checkbox"/>	<input type="checkbox"/>	20. I am receiving prenatal care: My doctor is: _____			
<input type="checkbox"/>	<input type="checkbox"/>	21. My current method of birth control is: _____			

Currently receiving services from:

- Family Physician   
  Mental Health   
  WIC   
  Probation   
  Parole  
 Substance Abuse Services   
  Prop. 36   
  CWS   
  California Department of Rehabilitation

Other services I am receiving: \_\_\_\_\_

Print Name: (Participant) \_\_\_\_\_ Phone #: \_\_\_\_\_

Participant's Signature: \_\_\_\_\_ Case #: \_\_\_\_\_

Worker's Name: \_\_\_\_\_ Phone #: \_\_\_\_\_ Date: \_\_\_\_\_

**Housing:**

- 22. Are you homeless or do you believe you will become homeless within the next 72 hours?  Yes  No  
*If you answered yes, please answer the next few questions.*
- 23. Where did you sleep last night? \_\_\_\_\_
- 24. What other housing options do you have for the next few days or weeks? \_\_\_\_\_  
\_\_\_\_\_
- 25. If you are staying in someone else's house, would any issues exist if you remain in your current housing situation?  
\_\_\_\_\_  
\_\_\_\_\_  
Could those be resolved with financial assistance, case management or some other services?  Yes  No  
If yes, what service would be of most benefit? \_\_\_\_\_
- 26. If coming from your own housing unit, is it possible for you to stay in your current housing unit?  Yes  No  
What resources would you need to have to keep your housing (financial assistance, case management, mediation, transportation, etc.)? \_\_\_\_\_  
\_\_\_\_\_
- 27. If you are worried about your safety, let your caseworker know.

**NOTE: For persons under 18 years of age. Use in place of questions 1-7 from page 1.**

Yes	No	I have:	Currently	In the past year
<input type="checkbox"/>	<input type="checkbox"/>	1. Ridden in a car driven by someone (including yourself) who was "high" or had been using alcohol or drugs?	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	2. Used alcohol or drugs to relax, feel better about yourself, or fit in?	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	3. Used alcohol/drugs while you are by yourself, alone?	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	4. Forgot things you did while using alcohol or drugs?	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	5. Been told by family or friends that you should cut down on my drinking or drug use.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	6. Gotten into trouble while using alcohol or drug.	<input type="checkbox"/>	<input type="checkbox"/>

County Use

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p><b>Level 1—</b> The CalWORKs <b>household</b> will need minimal assistance to obtain and retain housing. The Madera Housing Support (HS) Program offers the following for most Level 1 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up (e.g. first month’s rent, security deposit, utility deposit).</li> <li>❖ Initial consultation related to housing search (e.g. where to find rental information, how to complete housing applications, documentation needed).</li> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Home visit/check-in after move-in.</li> <li>❖ Offer of services (at tenant request) for up to 3 months.</li> </ul> <p><b>Landlord</b> assistance will likely include only program contact information for tenancy concerns.</p>	<p>Household has no criminal history .</p> <p>Rental history: an established local rental history. No evictions, landlord references are good to fair.</p> <p>Credit history is good, with the exception of a few late utility and credit card payments.</p>	<p>No significant barriers except financial: very low income, insufficient emergency reserves.</p>
<p><b>Level 2—</b> The CalWORKs <b>household</b> will need routine assistance to obtain and retain housing. The HS Program offers the following for most Level 2 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up.</li> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Initial consultation and ongoing assistance with housing search, including bus tickets as needed.</li> <li>❖ Development of Housing Plan to work on any identified retention barriers.</li> <li>❖ Weekly home visits for first two months; then reduce to bi-weekly or monthly as most Housing Plan goals are met.</li> <li>❖ Services available for up to 6 months,</li> </ul>	<p>Household has no serious criminal history, but may have a few minor offenses such as moving violations, a DUI, or a misdemeanor.</p> <p>Rental history is limited or out-of-state. May have 1-2 explainable evictions for non-payment. Prior landlords may report a problem with timely rent.</p> <p>Credit history shows pattern of late or missed payments.</p>	<p>Financial barriers include very low income, may have inconsistent employment, poor budgeting skills.</p> <p>No serious mental illness or chemical dependency that affects housing retention. May have some level of depression or anxiety or problems responding to conflict.</p> <p>May lack awareness of landlord-tenant rights/responsibilities.</p> <p>May have minor problems meeting basic household care/cleaning.</p>

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p>depending on housing problems and progress toward Family Stabilization Plan goals.</p> <p><b>Landlord</b> assistance:</p> <ul style="list-style-type: none"> <li>❖ 6 month availability: landlord can call with tenancy issues and program will respond.</li> <li>❖ Program will check in with landlord periodically for updates.</li> <li>❖ HS Program will relocate household if landlord is considering eviction.</li> </ul>		<p>May have been homeless once before.</p>
<p><b>Level 3—</b> The CalWORKs <b>household</b> will need more intensive and/or longer assistance to obtain and retain housing. The HS Program offers the following for most Level 3 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up.</li> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Initial consultation and ongoing assistance with housing search, including bus tickets as needed. Staff may accompany client to the landlord interview.</li> <li>❖ Development of Housing Plan to work on any identified retention barriers.</li> <li>❖ Weekly home visits for first two months; then reduce to bi-weekly or monthly as most Housing Plan goals are met. Include unannounced drop-in visits.</li> <li>❖ Services available for up to 9 months, depending on housing problems and progress toward Family Stabilization Plan goals.</li> </ul> <p><b>Landlord</b> assistance:</p> <ul style="list-style-type: none"> <li>❖ 9 month availability; landlord can call with tenancy issues and program will respond even after services end.</li> </ul>	<p>Household may have some criminal history, but none involving drugs or serious crimes against persons or property.</p> <p>Rental history includes up to 3 evictions for non-payment. Prior landlord references fair to poor. Partial damage deposit returned. Some complaints by other tenants for noise.</p> <p>Credit history includes late payments and possible court judgments for debt, closed accounts.</p>	<p>Household is very low income, has periods of unemployment, no emergency reserves, and lacks budgeting skills.</p> <p>Problems with mental health or alcohol/substance use that somewhat impacts compliance with tenancy requirements.</p> <p>May have deficits in care of apartment, landlord-tenant rights/responsibilities, and communications skills with landlord and/or other tenants.</p> <p>Conflict may exist in household.</p> <p>May have lost housing and been homeless several times in past.</p>

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<ul style="list-style-type: none"> <li>❖ Program will check in with landlord periodically for updates.</li> <li>❖ HS Program will relocate if an eviction is being considered. If household will not leave, program may pay court costs.</li> <li>❖ Program may pay or repair damages.</li> </ul>		
<p><b>Level 4—</b> The CalWORKs <b>household</b> will need more intensive and longer assistance to obtain and retain housing. The HS Program offers the following for most Level 4 households:</p> <ul style="list-style-type: none"> <li>❖ Financial assistance for housing start-up.</li> <li>❖ Time-limited rental assistance, per client Family Stabilization Plan.</li> <li>❖ Initial consultation and ongoing assistance with housing search, including bus tickets as needed. Staff may accompany client to the landlord interview.</li> <li>❖ Development of Housing Plan to work on any identified retention barriers</li> <li>❖ Weekly home visits for first two months; then reduce to bi-weekly or monthly as most Housing Plan goals are met. Include unannounced drop-in visits.</li> <li>❖ Services available for up to 12 months, depending on housing problems and progress toward Family Stabilization Plan goals.</li> </ul> <p><b>Landlord</b> assistance:</p> <ul style="list-style-type: none"> <li>❖ 12 month availability; landlord can call with tenancy issues and program will respond; ongoing option to call even after Rapid Re-Housing services are ended can be offered or negotiated on a case-by-case basis.</li> <li>❖ Program will check in with landlord monthly (or more often if landlord</li> </ul>	<p>Criminal history, violations may include drug offense or crime against persons or property</p> <p>Rental history includes up to five evictions for non-payment and/or lease violations. Landlord references poor. Security deposit may have been kept due to damage to unit.</p> <p>Credit history is poor, late payments, may include judgment for debt to a landlord, closed accounts.</p>	<p>Extremely low income, no emergency reserves, bank accounts closed, lacks budgeting skills.</p> <p>May be using drugs/alcohol and/or has mental health problems. May have conflict with child/ren or partner. May lack ability to care for apartment or communicate appropriately with landlord and other tenants.</p> <p>Has likely been homeless multiple times or for more extended periods.</p>

Level of Assistance	Tenant Screening Barriers (Barriers to Obtaining Housing)	Retention Barriers (Barriers to Sustaining Housing)
<p>prefers) for updates/issues.</p> <ul style="list-style-type: none"> <li>❖ May pay an additional damage deposit and/or last month’s rent in addition to normal start-up costs.</li> <li>❖ HS Program will relocate household if an eviction is being considered. If household will not leave, program may pay court costs of eviction.</li> <li>❖ Program may pay or repair damages.</li> </ul>		
<p><b>Level 5—</b> The CalWORKs Household needs longer or more intensive services; may need staff with more professional training. HS Program refers household to appropriate program thru Madera Behavioral Health, for Family Stabilization Program services or other local resources.</p>	<p>Extensive criminal background.</p> <p>Extremely poor rental history, multiple evictions, serious damage to apartment, complaints.</p> <p>Credit history includes multiple judgments, unpaid debts to landlords, closed accounts.</p>	<p>Active and serious chemical dependency or mental illness.</p> <p>Unable to comply with lease requirements or interact positively with landlord/tenants; poor apartment management skills, out-of-control behaviors by adult or child/ren.</p> <p>May have experienced chronic homelessness (multiple and/or extended periods of homelessness).</p>

**Madera County CalWORKs Housing Support Program Data**

HA Requests received during each month (1/2012-12/2013)

12
14
9
20
20
23
28
24
10
23
16
15
8
16
11
28
13
17
30
30
20
17
16
14

18.08333 Mean

20 Mode

6.580053 Standard Deviation (s)

6.44151 Standard Deviation (p)

8 Minimum

30 Maximum

22 Range

217 Projected # to Apply for CalWORKs Housing Support Program Services Annually

109 Projected # to Apply and Be Found Eligible for the CalWORKs Housing Support Program Services During the Project Period



## ATTACHMENTS



August 8, 2014

Ms. Kelly Woodard, Director  
Madera County Department of Social Services  
700 East Yosemite Ave.  
Madera, CA 93639

Dear Ms. Woodard:

Community Action Partnership of Madera County (CAPMC) is pleased to offer its commitment to the Madera County Department of Social Services (MCDSS) and the efforts proposed through the California Health and Human Services Agency, Department of Social Services' California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program.

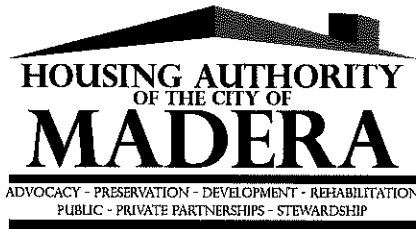
We currently work collaboratively with MCDSS and welcome this opportunity to develop additional housing solutions for Madera County as provided by this additional State funding. The expanded CalWORKs Housing Support Program will utilize the CAPMC program staff to work collaboratively within the community to: perform case management services that include stabilization of families by facilitating access to preschool readiness, child care and Head Start services; Financial Counseling consisting of credit repair, discussing money management, developing individual credit repair plans, addressing credit barriers and referrals to legal services for solutions to eviction and outstanding legal issues.

Additionally, as a Fresno-Madera Continuum of Care partner, we will work collaboratively with other governmental, social service, shelter and emergency food agencies to identify resources within the two-county areas (Fresno County and Madera County) identifying appropriate solutions that are available for needy individuals and families thereby minimizing any duplication of services. Additionally, this unique two-county continuum of care collaboration will allow the program's goal to be reached of: *quickly obtaining permanent housing and providing wrap-around supports to families to foster housing retention.*

CAPMC was established in 1965, with an annual budget of approximately \$20,000,000, funding and supporting a wide variety of programs and strategies that help persons and families overcome the effects of poverty and improve the family's economic situation. As a current contracted service provider for MCDSS, we are able and willing to coordinate emergency shelter for women and children of domestic violence through the Martha Diaz Battered Women's Shelter. All of this documents our current commitment to Madera's needy residents and our ability to provide expanded services through the CalWORKs Housing Support Program.

Sincerely,

Mattie Mendez, Executive Director  
Community Action Partnership of Madera County



Donald Borgwardt  
Executive Director



205 North G Street • Madera, CA 93637 • (559) 674-5695 • Fax: (559) 674-5775 • TTY: 711 • www.maderaha.org

August 12, 2014

Kelly Woodard, Director  
Madera County Department of Social Services  
700 East Yosemite Ave.  
Madera, CA 93639

Dear Ms. Woodard:

The Housing Authority of the City of Madera (HACM) is pleased to offer its commitment to the Madera County Department of Social Services (Madera DSS) and the efforts proposed through the California Health and Human Services Agency, Department of Social Services' California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program.

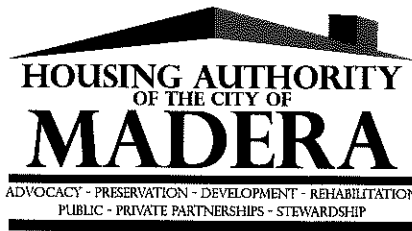
HACM understands how homelessness and housing instability in the CalWORKs program is a challenging problem that impacts children's well-being and parents' ability to engage in employment. HACM welcomes this opportunity to work with the Madera County Department of Social Services to promote housing stability for families in the CalWORKs program.

HACM is a public agency that has been providing rental housing assistance to over 1,400 low-income households—including seniors and the disabled for over 46 years. HACM administers many affordable housing programs funded by the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Agriculture (USDA) and the State of California.

HACM also works with other public agencies throughout the Central Valley as well as with nonprofit and for-profit developers to expand the supply of affordable housing throughout the city and county of Madera. Furthermore, in partnership with various public and private organizations HACM provides self-sufficiency and training opportunities to the residents to help improve their educational, employment and general self-sufficiency skills.

HACM administers 791 Housing Choice—formerly known as the Section 8—Voucher (HCV), of which 50 are VASH vouchers; 244 Conventional Public Housing units; 100 USDA Farm Labor Housing units; 50 Migrant Housing units; and 50 VASH vouchers. Additionally, HACM owns and/or operates over 200 units of affordable housing apartment complexes in partnership with its non-profit affiliate corporation—Madera Opportunities for Resident Enrichment and Services, Inc.

Furthermore, HACM, as a Fresno-Madera Continuum of Care (FMCoC) partner, works collaboratively with fifty (50) local governmental, social service, shelter and emergency food agencies to identify resources within the two-county areas—Fresno and Madera. Through the FMCoC partnership, HACM is able to identify appropriate resources that are available for most vulnerable individuals and families in the community, thereby minimizing any duplication of services.



Donald Borgwardt  
Executive Director



205 North G Street • Madera, CA 93637 • (559) 674-5695 • Fax: (559) 674-5775 • TTY: 711 • [www.maderaha.org](http://www.maderaha.org)

HACM has an annual budget of approximately \$8.6M. HACM pays out on an average \$380,252.00 monthly in Housing Assistance Payments (HAP) to owners participating in the HCV program, which amounts to over \$4.5M in payments to owners on an annual basis.

Furthermore, HACM has completed nearly \$323,000.00 worth of capital improvements over the last three (3) years in its Conventional Public Housing units.

HACM will work with the Madera DSS Services Coordinator to ensure that CalWORKs families and individuals receive comprehensive and coordinated assistance with housing and landlord identification, housing search and placement as well as housing barrier assessment and with all other housing-related obstacles that the most vulnerable community members are facing.

This unique collaboration will enable the agencies to quicker reach the goal of CalWORKs' program—to *quickly obtain permanent housing and provide wrap-around supports to families to foster housing retention.*

All of the above confirms HACM's commitment to Madera's needy residents and the ability to provide expanded services through the CalWORKs Housing Support Program.

Sincerely,

Donald Borgwardt, Executive Director,  
Housing Authority of the City of Madera



# MADERA COUNTY BEHAVIORAL HEALTH SERVICES Administration

**DENNIS P. KOCH, MPA**  
**DIRECTOR OF BEHAVIORAL HEALTH SERVICES**

- MENTAL HEALTH DIRECTOR
- ALCOHOL/DRUG PROGRAM ADMINISTRATOR

**P.O. BOX 1288**  
**MADERA, CA 93639-1288**  
**PHONE (559) 673-3508 TTY (800) 735-2922**  
**FAX (559) 675-4999**  
**CONFIDENTIAL FAX (559) 661-2818**

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August 8, 2014

Kelly Woodard, Director  
Madera County Department of Social Services  
700 East Yosemite Ave.  
Madera, CA 93639

Dear Ms. Woodard:

Madera County Behavioral Health Services (MCBHS) is pleased to offer its commitment to the Madera County Department of Social Services and the efforts proposed through the California Health and Human Services Agency, Department of Social Services' California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program.

We welcome this opportunity to develop additional housing solutions for Madera County as provided by this additional State funding. The expanded CalWORKs Housing Support Program will utilize the MCBHS staff who will work collaboratively within the community to: complete Family Stabilization and Housing Support Program assessments, provide substance abuse service referrals to appropriate treatment services and other mental health service referrals to local state-licensed service providers and locally-run community based organizations in order to support recovery for the CalWORKs Housing Support program in order to achieve self-sufficiency. Other services the MCBHS will provide include case management and monthly check-ins with clients in order to identify health, stability of client and long term wellness for the family.

Additionally, as a Fresno-Madera Continuum of Care partner, we will work collaboratively with other governmental, social service, shelter and emergency food agencies to identify resources within the two-county areas (Fresno County and Madera County) identifying appropriate resources that are available for needy individuals and families thereby minimizing any duplication of services. Additionally, this unique two-county continuum of care collaboration will allow the program's goal to be reached of: *quickly obtaining permanent housing and providing wrap-around supports to families to foster housing retention.*

MCBHS has over 45 years of experience providing public mental health, intellectual disability and substance abuse services. This agency and organizations who provide services through MCBHS serve children and adults who have, or who are at risk of mental illness, serious emotional disturbance, intellectual disabilities, or substance abuse disorders. Through the close formal and informal relationships within this community, we are committed to Madera's needy residents and willing to commit to providing expanded services through the CalWORKs Housing Support Program.

Sincerely,

Dennis Koch, MPA, Director  
Madera County Behavioral Health Services

**County of Madera-Administrative Services**

Phone: (559) 662-8300 Fax (559) 675-7983

Worker Name: \_\_\_\_\_

Worker ID: \_\_\_\_\_

Worker Phone Number: \_\_\_\_\_

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

Case Name: \_\_\_\_\_

Case Number: \_\_\_\_\_

**Family Stabilization Plan**

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**Family Situation**

Name	DOB	Language	Program	Program Status	Months Left

**Concerns**

*School Attendance*

Name	School Name	Attendance Status	Status Date

*Needs*

Name	Need Type	Date	Name	Need Type	Date

**Strengths**

Name: \_\_\_\_\_

*Degrees*  
Degree Type

Degree Title

--	--

*Currently In School*

School Type

Program Name

Completion Date


*Skills & Strengths*

Skill

Strength

Comments:	Comments:

*Employment*

Employer

Job Title

Hours/Week


Name: \_\_\_\_\_

*Degrees*  
Degree Type

Degree Title

--	--

*Currently In School*

School Type

Program Name

Completion Date


*Skills & Strengths*

Skill

Strength

Comments:	Comments:

*Employment*

Employer

Job Title

Hours/Week


**Desired outcomes and strategies**

**Timetable**

<b>Goals</b>	
_____ to _____	Comments: _____ _____
_____ to _____	<b>Barrier Removal Goals</b>
_____	<b>Action Steps</b> 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ Comments: _____ _____
_____ to _____	<b>Short Term Employment Goals</b>
_____	<b>Action Steps</b> 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ Comments: _____ _____
<b>Notes</b>	


\_\_\_\_\_  
Client Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Case Manager Signature

\_\_\_\_\_  
Date





**Partner Agency Members of Madera County**

**Community Action Partnership of Madera County  
Housing Authority of the City of Madera  
Madera County Behavioral Health Services  
Madera County Department of Social Services**



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