



County of El Dorado

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Title: Health and Human Services Agency and Human Resources Department recommending the Board:
1) Approve and authorize the addition of a 1.0 full-time equivalent (FTE) Program Manager for the Health and Human Services Agency Homelessness Program, effective July 1, 2020;
2) Approve and authorize the addition of a 1.0 FTE Senior Administrative Analyst to support and develop grant management procedures and processes for all Agency programs, as well as the Homelessness Program, effective July 1, 2020;
3) Authorize the Health and Human Services Agency and Human Resources Department to proceed with recruitment and hiring of the Program Manager and Senior Administrative Analyst, with a date of hire on July 1, 2020 or as soon as appropriate thereafter; and
4) Direct staff to amend the FY 2020-21 position allocation schedule, currently included in the FY 2020-21 Recommended Budget, to add these two positions effective July 1, 2020.

FUNDING: 1) The Program Manager position will be funded with: 60% Whole Person Care grant funding for two years, at which time other funding source(s) will be identified. The remainder of the position will be funded with 20% Community Services Block Grant, and 20% CalWORKS Housing Support Program.
2) The Senior Administrative Analyst will be funded through the Agency Indirect Cost Rate, as grant development and grant management activities support the Agency as a whole.

Sponsors:

Indexes:

Code sections:

Attachments:

| Date | Ver. | Action By | Action | Result |
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| 6/9/2020 | 1 | Board of Supervisors | Approved | Pass |

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DISCUSSION / BACKGROUND

Background:

The prior Deputy Director of the Community Services Division of Health and Human Services Agency (HHSA) was instrumental in developing and pursuing grants and other funding to support activities to address homelessness by both the El Dorado Opportunity Knocks Continuum of Care (CoC) and the County. As Deputy Director, he laid the foundation for developing a Homelessness program, securing funding for that program, and with the help of technical assistance provided by The Center for Common Concerns (HomeBase), he was instrumental in assisting the CoC to become compliant with Housing and Urban Development (HUD) requirements. This compliance allows for both the County and the CoC to have greater eligibility and likelihood for success in pursuing future funding.

While serving as the Administrative Entity for the CoC since December 21, 2017, HHSA has applied for, received, and is managing \$5.4 million across thirteen (13) allocations and five (5) sponsorship agreements, resulting in eighteen (18) sub-award agreements, without a program or staff to ensure appropriate grant management and reporting. Additionally, since February 2020, following the departure of the Deputy Director, there has been no dedicated staff responsible for activities to address the homelessness situation. The management of these thirty-six (36) agreements, while ensuring that fiscal and programmatic reporting occur, and monitoring that expenditures are in alignment with funding requirements, has been completed without dedicated staff, relying on borrowed time from existing positions operating with technical assistance provided by HomeBase consultants.

Since March 2020, the impact of COVID-19 and multiple State and federal requirements to provide non-congregate shelter for the homeless has exacerbated the need for dedicated staff to ensure consistent and appropriate management of the funding and associated activities. A count of reporting requirements from March 2020 through the full term of each of the funding agreements results in thirty-nine (39) required reports that must be submitted to meet funding requirements. These reports vary in scope and requirements, but generally, the required reports must capture and reflect both costs incurred and activities performed for each funding source. Meeting these reporting requirements involves a significant contribution of time dedicated to tracking and recording costs and activities.

HHSA and the Human Resources Department are also recommending that the recruitment for each of the two positions begin upon approval of this Board item to ensure an expedient process, with the understanding that placement of the chosen candidate(s) will not occur until July 1, 2020.

Discussion:

Program Manager - Homelessness Program

The County of El Dorado Strategic Plan 2019, identifies a need for the establishment of a Homelessness Program, including:

- 1) County Strategic Plan 2019, Public Safety, "3) Support for the mentally ill, homeless, and those with substance use disorders where Public Safety issues are present;" and
- 2) County Strategic Plan 2019, Healthy Communities, "3) Implement solutions to address and reduce homelessness in El Dorado County."

At this time, HHSA has no staff dedicated to working on the issue of homelessness. There are

multiple components that touch issues around homelessness, including but not limited to Behavioral Health services, Substance Use Disorder services, CalWORKS / Rapid Re-housing services, and the Sheriff Department / HOT Team. However, there is no one multi-disciplinary program to align all services, work on finding cohesive and collaborative solutions, and ensure that funding received to address the issue is appropriately allocated and utilized.

To support the complex and extensive requirements of developing this program, HHSA is recommending the addition of a 1.0 full-time equivalent (FTE) Program Manager to the Agency effective July 1, 2020. The Program Manager position would be dedicated to the development and management of the Homelessness Program, including the collaboration with other departments and community partners, as well as the CoC and its dedicated stakeholders.

Revenue to support this position has been identified based on existing funding sources, each of which intersect with the establishment of supportive services for the homeless. The Whole Person Care grant is State funding intended to build County-level capacity to address the unmet needs of homeless individuals. It may be appropriately used to support a program manager to establish a system to collaborate and connect resources within County services and community stakeholders to address the needs of the homeless community. The Community Services Block Grant funding supports addressing the unmet needs of low income individuals that may include homeless individuals (including seniors) and migrants. Homeless individuals are primarily low income and need to be connected with services and supports, therefore using this funding to support the manager position is directly related to the intent of the funding. Finally, the CalWORKS Housing Support Program is designed to connect CalWORKS-eligible clients with permanent housing through landlord engagement and supportive services. These activities are a natural end result of the successful transition of homeless clients from homelessness to long term housing solutions.

Senior Administrative Analyst - Health and Human Services Agency

In addition, the County of El Dorado Strategic Plan 2019, established a focus on the identification and appropriate utilization of grant funding:

- 1) County Strategic Plan 2019, Public Safety, "5) Encourage and support through policy and resources the pursuit of local, state and federal private and public funding opportunities to support the Public Safety Mission in prevention and intervention;"
- 2) County Strategic Plan 2019, Good Governance, "3) Promote the development of resources to identify and pursue additional revenue including local, state, federal and private funding to new and existing projects;" and
- 3) County Strategic Plan 2019, Healthy Communities, "5) Encourage and support through policy and resources the pursuit of local, state and federal, private and public funding opportunities to support and promote healthy communities."

HHSA has sought and been awarded multiple grants over the course of the past few years, including but not limited to the \$5.4 million in grants for the homeless. During this time, HHSA has assessed the ability of the Agency to appropriately and efficiently manage the continuum of activities required to successfully manage grants. From application, to award, to development of an appropriate program for the funding, to managing expenditures, ensuring timely and accurate reporting, and finally reviewing to ensure compliance with all terms and conditions of the various grants, there are multiple components and disciplines required to successfully manage grants. HHSA has identified the need to build structure, training, and compliance Policies and Procedures such that each program receiving grant funding can be assured success, including but not limited to, the Homelessness Program. This Senior Administrative Analyst position would be charged with effectively and efficiently

developing and providing structure, protocols, and tools with which to train program and fiscal staff. In addition, the current compliance monitoring process for grants and contracts will be expanded and strengthened to ensure appropriate documentation is available for each grant audit, thereby ensuring activities and actions may be defended in said audit.

ALTERNATIVES

- 1) Should the Board decline to approve the addition of a 1.0 Program Manager position, HHSA would continue to have no personnel dedicated to the emerging homelessness program and it would lack sufficient internal capacity to develop a multi-disciplinary approach to the issue of homelessness in El Dorado County.
- 2) Should the Board decline to approve the addition of a 1.0 Senior Administrative Analyst, HHSA would continue to operate with the existing environment of grant management and compliance, and remain at risk of both grant and audit issues, including a high probability of the reversion of grant funding due to the lack of internal capacity to effectively manage the grants; and
- 3) Should the Board approve the two personnel addition requests, but decline to authorize the recruitment process begin prior to Fiscal Year 2020-21, HHSA would continue to operate without dedicated staff during the interim, thereby increasing the likelihood for grant and program management issues to arise.

PRIOR BOARD ACTION

N/A

OTHER DEPARTMENT / AGENCY INVOLVEMENT

County Counsel, and Human Resources Department

CAO RECOMMENDATION

Approve as recommended.

FINANCIAL IMPACT

There is no impact to Net County Cost associated with the addition of the Program Manager, at an estimated \$171,353, as there is sufficient Federal and State programmatic funding to cover the increased costs. The Whole Person Care grant funding is currently scheduled to end June 30, 2025; during this time HHSA will review and identify appropriate sustainable funding for this position.

There is no budgeted Net County Cost increase to the HHSA Administration and Financial Services Division associated with the Senior Administrative Analyst at an estimated \$113,615 due to anticipated salary savings. Costs associated with this position will be recouped through the HHSA Indirect Cost Rate (ICR) charged to HHSA programs in current and future years. Any costs not recouped in the current year are included in a future year ICR carry forward calculation for full cost recovery. It is anticipated that the addition of the Senior Administrative Analyst will free up staffing resources to more efficiently and aggressively pursue additional grant funding for HHSA programs and the benefit will greatly outweigh the initial cost.

The FY 2020-21 Recommended Budget will be amended in September with the Adopted Budget in order to recognize the grant revenues and related expenses; however, it is likely that it will be determined that sufficient appropriations will be available within the Recommended Budget due to anticipated savings in other areas.

CLERK OF THE BOARD FOLLOW UP ACTIONS

N/A

STRATEGIC PLAN COMPONENT

- 1) County Strategic Plan 2019, Public Safety, "3) Support for the mentally ill, homeless, and those with substance use disorders where Public Safety issues are present;" and "5) Encourage and support through policy and resources the pursuit of local, state and federal private and public funding opportunities to support the Public Safety Mission in prevention and intervention."
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CONTACT

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