

Welcome in!

1. Get comfortable

2. Take a breath

3. Say hello in
chat by letting us
know....



Your name, pronouns, and the Tribe or County you're representing today



What's one word that describes your week so far?

Learning Lab: Program Budget Planning

June 2026



Land Acknowledgement

We recognize and acknowledge the First People of this ancestral and unceded territory – the land that today we call California. With respect to their elders, past and present, we recognize the tribal communities as the original stewards of this land, and who continue to lift up their stories and cultures.

We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with native peoples and local tribal governments.

*Adapted from Los Angeles County's
Land Acknowledgment*

Labor Acknowledgement

We recognize and acknowledge the labor upon which our country, state, and institutions are built. We remember that our country was built on the labor of enslaved people who were kidnapped and brought to the US from the African continent and recognize the continued contribution of their survivors.

We also acknowledge all immigrant and indigenous labor, including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force.

We recognize that our country is continuously defined, supported, and built upon by oppressed communities and peoples. We acknowledge labor inequities and the shared responsibility for combating oppressive systems in our daily work.

Learning Lab Goals

- Identify solutions to overcome roadblocks in program and system development
- Share tools and strategies to support continual improvement
- Build staff capacity to enhance equity and effectiveness
- Hold space for community and collaboration

CHANGE WELL PROJECT

PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

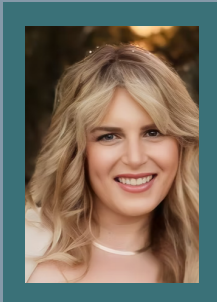
Agenda

- Welcome & Acknowledgements
- Using Past Data to Inform Budget/Scaling Tool
- Brief Review of Discussion from April Learning Lab Breakouts
- Case Study-Program is trending toward a deficit
- Case Study-Program is trending to a surplus
- Evolving TA Offerings from CWP
- Close Out



Today's Facilitation Team

Anna Bialik
County TA Lead



Connor Johnson
Senior Consultant



Danielle Tobey
Tribal Consultant



John Engstrom
Senior Consultant



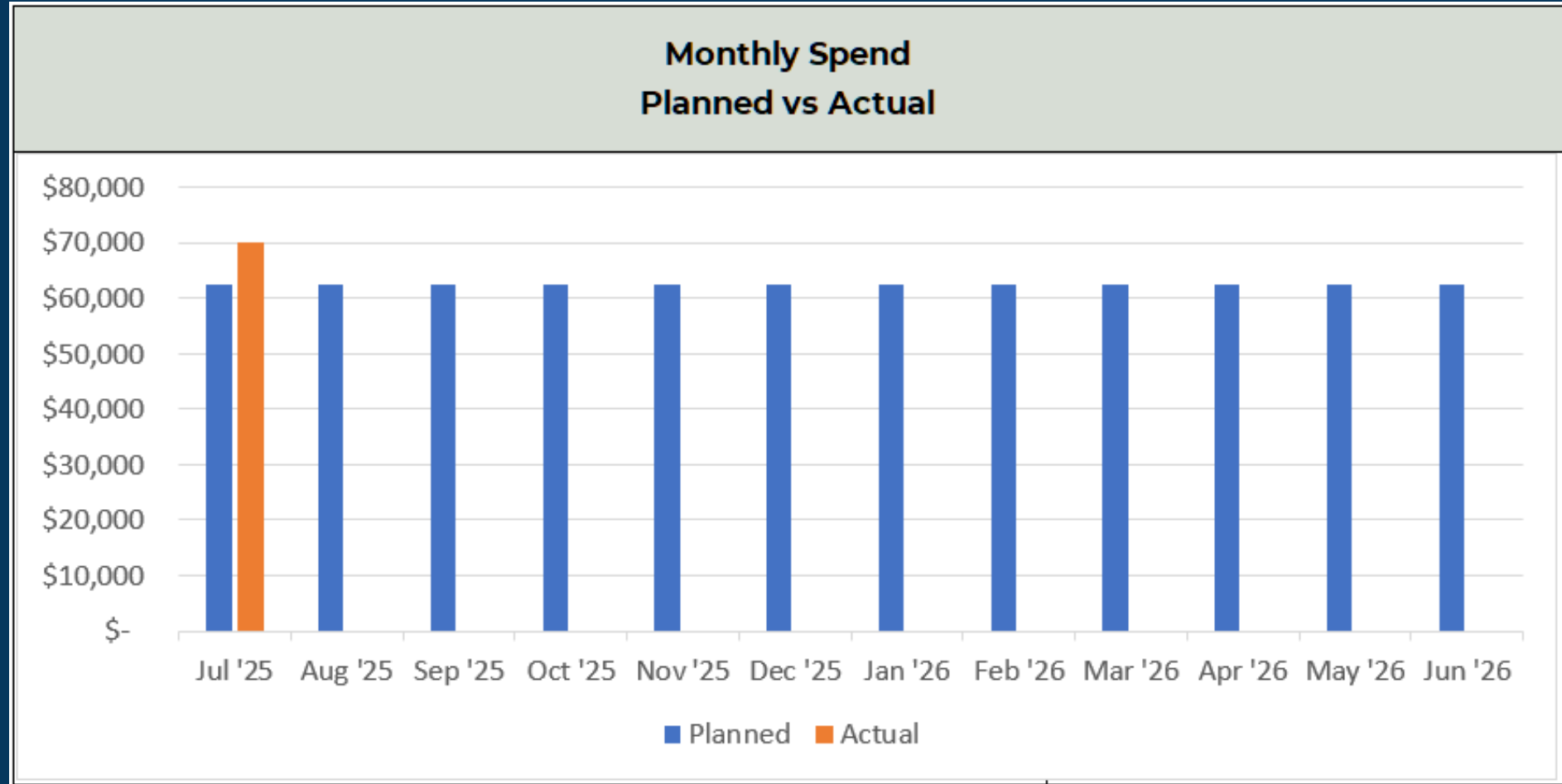
Kevin Flaherty
Senior Consultant



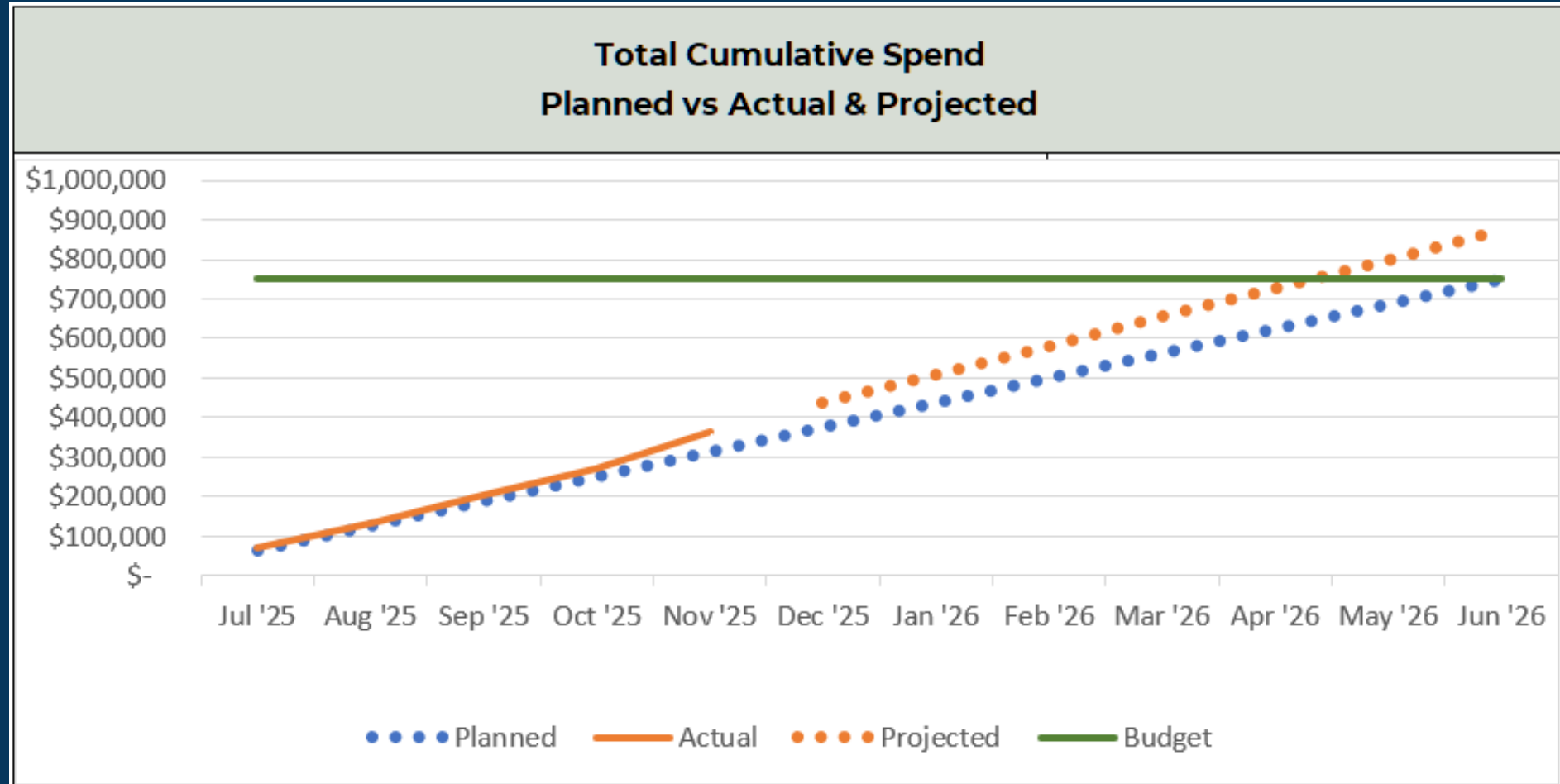
Téo Ortega
Tribal Consultant



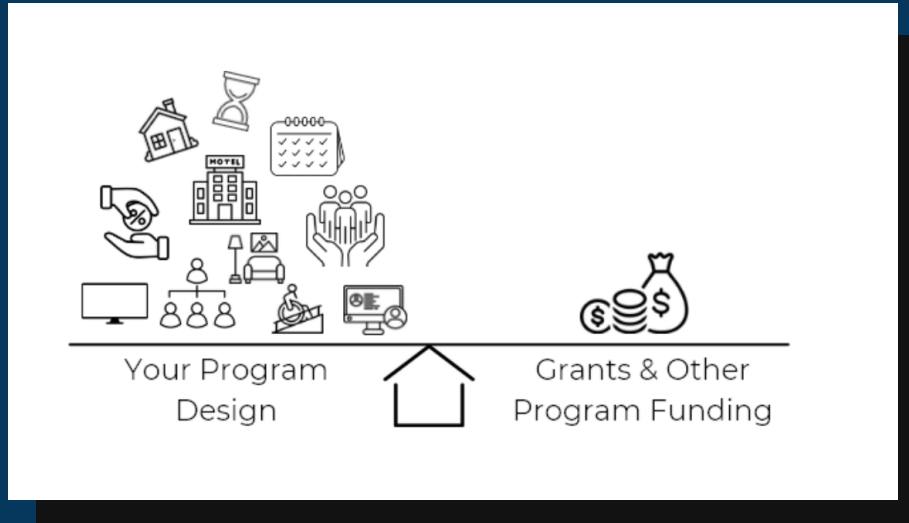
TRACK FROM MONTH 1



SCHEDULE BUDGET PACING CHECK-INS



PLAN A MIDPOINT COURSE CORRECTION



Program Budget Example	
	Amount
Revenue	\$ 200,000
Admin & Program Staff Expenses	
Admin	\$ 33,191
Staffing	\$ 50,000
Ongoing Financial Assistance Expenses	
Rent (100%)	\$ 45,000
Shallow Subsidy	\$ -
One-Time Financial Assistance Expenses	
Back Rent (Prevention)	\$ 32,400
Hotel Stays	\$ 3,255
Move In Deposit	\$ 12,600
Landlord Incentive	\$ 3,000
Household Goods	\$ 2,100
Home Modifications	\$ 6,600
Other Expenses	\$ 11,000
Total Expenses	\$ 199,146

USE TOOLS & TA FOR SUPPORT!



RECAP OF BREAKOUT FOR DEFICIT

HIGHLIGHTS OF THE APRIL DISCUSSION

1

Plan Ahead for Expenditure Deadlines

4

Maintain Flexibility to Reallocate Funds

2

Track Spending and Budget Performance Regularly

5

Strengthen Fiscal Coordination and Forecasting

3

Align Resources with Program Demand

RECAP OF BREAKOUT FOR SURPLUS

HIGHLIGHTS OF THE APRIL DISCUSSION

1

Creative Staffing to Ensure Program Capacity

4

Updating Mid-Year Spending Plans

2

Addressing Referral Disruption and Planning Program Outreach

5

Ensuring Flexibility in Spending While Meeting Program Requirements

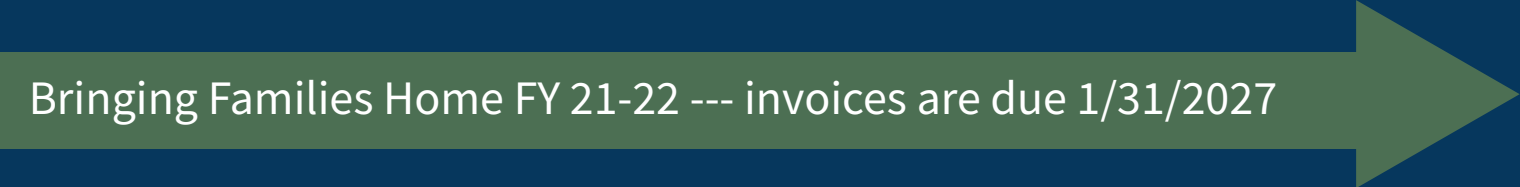
3

Communicating Program Changes with Partners

6

Monthly Budget Check-Ins to Ensure Program Spending is on Track

RECAP FROM APRIL TRIBAL DISCUSSION



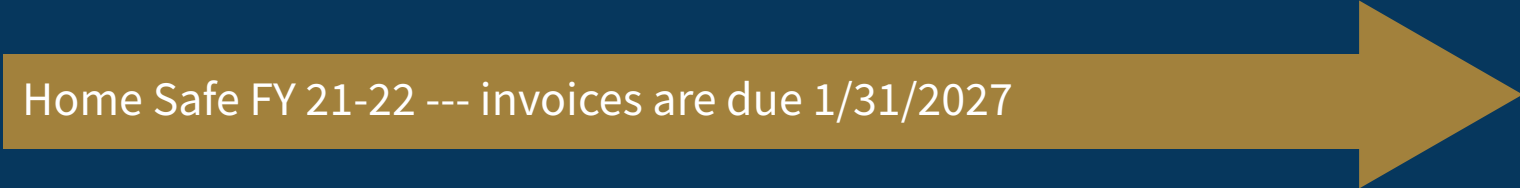
Bringing Families Home FY 21-22 --- invoices are due 1/31/2027



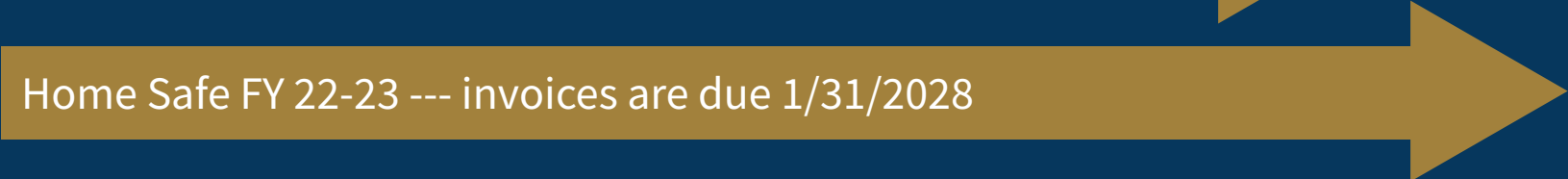
Bringing Families Home FY 22-23 --- invoices are due 1/31/2029



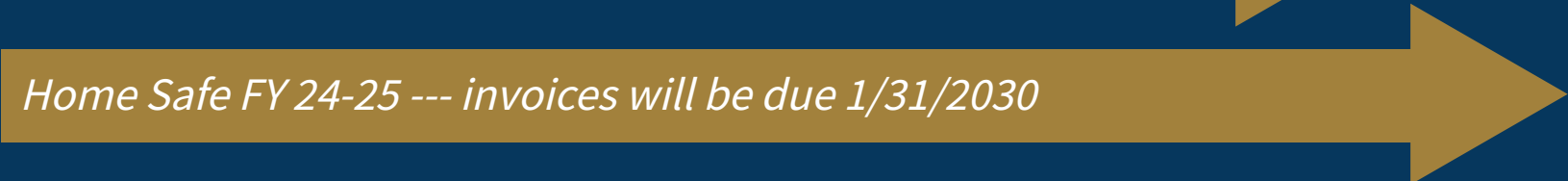
FY 25-26 Bringing Families Home - invoices will be due 1/31/2030



Home Safe FY 21-22 --- invoices are due 1/31/2027

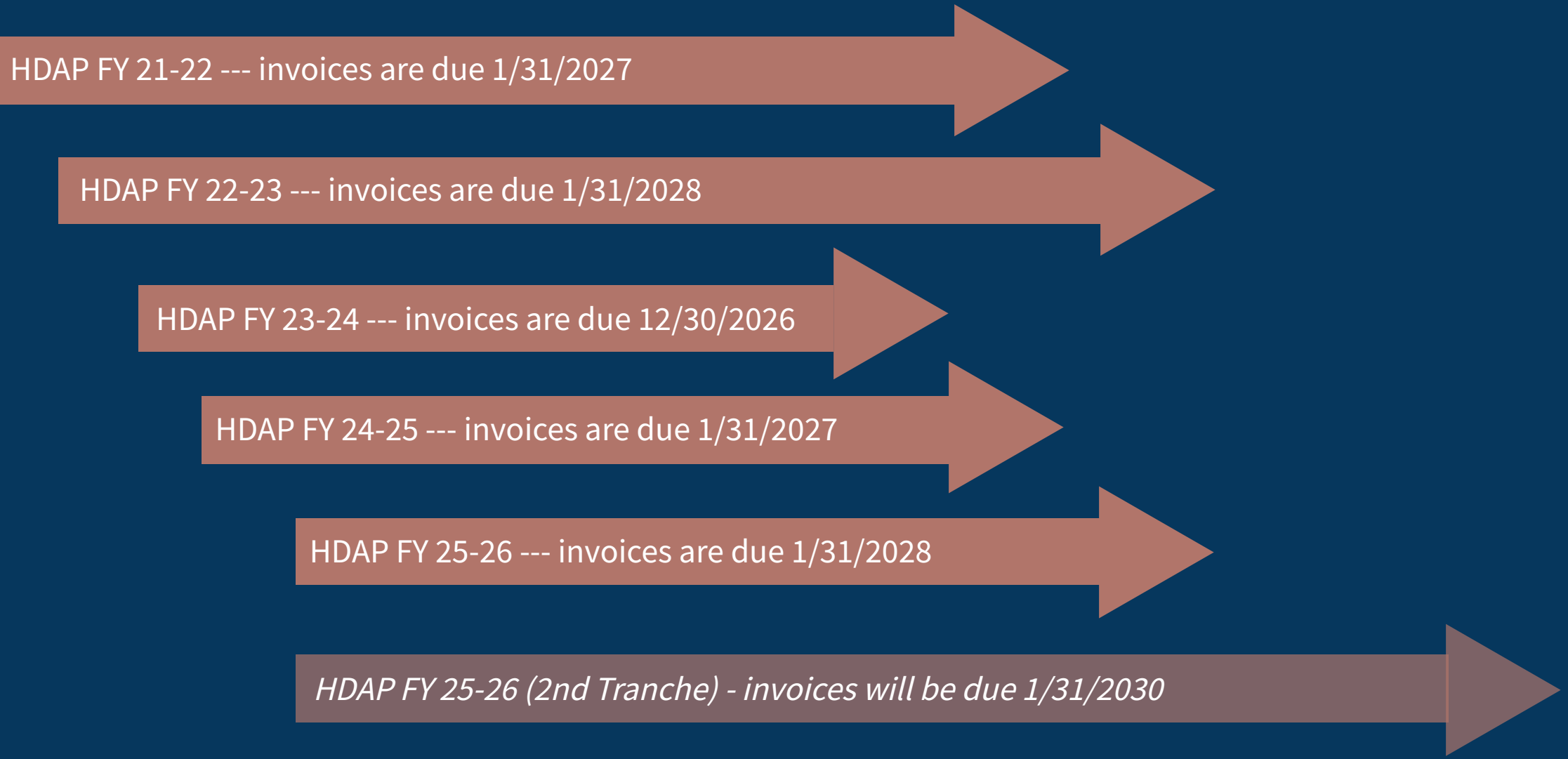


Home Safe FY 22-23 --- invoices are due 1/31/2028



Home Safe FY 24-25 --- invoices will be due 1/31/2030

RECAP FROM APRIL TRIBAL DISCUSSION



HDAP FY 21-22 --- invoices are due 1/31/2027

HDAP FY 22-23 --- invoices are due 1/31/2028

HDAP FY 23-24 --- invoices are due 12/30/2026

HDAP FY 24-25 --- invoices are due 1/31/2027

HDAP FY 25-26 --- invoices are due 1/31/2028

HDAP FY 25-26 (2nd Tranche) - invoices will be due 1/31/2030



01 Case Study: Community trending toward a deficit

Case Study: Addressing a Deficit



Case Study Scenario: Addressing Program Deficit

A California county receiving funding through the Home Safe program recently completed a review of program expenditures and identified that available funding was projected to be fully spent approximately one year before the expenditure deadline. County leadership was concerned that, if spending continued at the current rate, the program would have limited resources available to support eligible older adults and dependent adults experiencing or at risk of homelessness through the remainder of the grant period.

As county staff examined program expenditures more closely, they found that personnel costs represented a significant portion of program spending. Like many counties managing multiple human services funding streams, staff activities often supported a range of eligible programs and services. However, most staff time was being charged exclusively to Home Safe.



What could this
County do?

Deficit Scenario: What happened?

CQI Actions:

County leaders began exploring whether existing claiming and time-study practices reflected staff activities and whether other eligible funding sources could appropriately support portions of staff time.



Mapped Activities to Codes

Staff mapped all activities and tasks they were performing.



Reviewed other APS Codes

Reviewed other APS time study codes that have cross-over eligible activities.



Changed Claims Coding

Selected which codes to use for which activities. Shifted 85% of their time study to other codes.



Amended Claims

CDSS claiming allows for amending claims already submitted, so it freed up funds retroactively to spend on additional direct financial support for clients.

STATEWIDE FUNDING NAVIGATOR

Need more funding in the future?

Check for
Statewide
Funding
Opportunities

Statewide Homelessness Funding Navigator

Connecting California's homelessness investments

As part of Cal ICH's implementation of [AB 799](#), the Statewide Homelessness Funding Navigator is an interactive tool designed to help people with lived expertise, advocates, policymakers, leaders from local and Tribal governments, and Continuums of Care explore major State and Federal investments addressing homelessness in California.

What it is

The Navigator brings together major homelessness-related funding opportunities administered by agencies and departments represented on the Council in one place, allowing users to quickly identify relevant programs and better align resources with local needs.

Users can filter funding opportunities based on:

- **Eligible Applicants:** who can apply for funding (such as cities, counties, or Tribal entities)
- **Eligible Uses:** how funds may be used (such as emergency shelter, permanent supportive housing, or rental assistance)
- **Target Populations:** the populations programs are designed to serve (such as families with children, youth and young adults, or veterans)



02 Case Study: Community trending toward a surplus

Case Study: Addressing a Deficit



Case Study Scenario: Addressing Program Underspend

A county receiving funding through HDAP and Home Safe recently completed its fiscal year and identified approximately \$200,000 in unspent program funds. County leadership was concerned that, despite the availability of resources to support housing stability and housing access for vulnerable residents, the programs were not fully utilizing their allocated funding. At the same time, the county continued to experience ongoing housing needs among older adults, people with disabilities, and residents experiencing or at risk of homelessness.

As the county prepares for the upcoming fiscal year, county leaders are taking a closer look at how the programs are operating and whether current processes, partnerships, outreach efforts, referral pathways, staffing structures, eligibility practices, and housing resources are effectively supporting program goals. The county wants to better understand the factors contributing to the underspend and identify opportunities to ensure that available HDAP and Home Safe funds are reaching eligible residents in a timely and effective manner. The county is seeking strategies that will help maximize the impact of these resources while improving outcomes for the community.



What could this
County do?

CQI Actions:



Subcontracted with CBO

The County contract with an existing Community Based Organization (CBO) to do case management.



Increase Enrollment

The CBO is able to do intakes immediate and have a walk-in option for enrollment + reverse referrals.



Expanded Outreach

The CBO went out into the community to find participants and share the opportunity with partners.



Increased Prevention Services

The CBO identified older adults who needed home repairs and modifications in order to stay housed.

PLANNING FOR A SURPLUS

1

Increase
One-Time
Rental
Assistance

2

Offer One-
Time
Landlord
Incentives

3

Increase
Move-In
Support

4

Increase
Staffing
Support

5

Invest in
Data
Systems and
Program
Infrastructure



WORKING WITH YOUR FINANCE TEAM

1

Schedule Meeting Immediately

Set up routine check-ins in the new fiscal year!

2

Review Budget New Year

What is the budget for the new fiscal year?

3

Adjust Budget Accordingly

Use Budget/Scaling Tool
Adjust to align with remaining budget.

4

Discuss Changes in Approach

What will the program team adapt in the program for the new year?

Technical Assistance & Training

COMMUNITIES OF
PRACTICE
& REGIONAL
CONVENING



INDIVIDUAL
TECHNICAL
ASSISTANCE

SELF-PACED
LEARNING

Individual Technical Assistance



Get in Touch!

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