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Office of the District of Columbia Auditor

Examination of Non-Governmental Organizations (NGOs) Receiving Local District Funds to Provide Homeless Services in fiscal year (FY) 2014

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A Report by the Office of the District of Columbia Auditor
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The Honorable Mary Cheh
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Letter Report: Examination of Non-Governmental Organizations (NGOs) Receiving Local District Funds to Provide Homeless Services in fiscal year (FY) 2014

Dear Councilmember Cheh:

Pursuant to your request, the District of Columbia Auditor conducted an examination of non-governmental organizations (NGOs) receiving local funding to provide homeless services in FY 2014, see Appendix 1. The information in this report was provided by the Department of Human Services (DHS), the Child and Family Services Agency (CFSA) and The Community Partnership for the Prevention of Homelessness (TCP).

Background

The Homeless Services Reform Act of 2005 (the Act), as amended, states that District residents – individuals or families – can receive services if they are homeless or at imminent risk of becoming homeless. In most cases, the District relies on NGOs to deliver the services.

Consistent with federal homeless policy and as stated in the Act, the District has established a comprehensive system of services for individuals and families who are homeless or at imminent risk of becoming homeless called the "Continuum of Care" (CoC).[1] The District's CoC is designed to serve clients based on their individual levels of need and includes crisis intervention, outreach and assessment services, shelters, transitional housing, permanent supportive housing, and supportive services. CoC services are carried out principally by the Family Services Administration, within the Department of Human Services (DHS), utilizing federal and local funds.

For the last 22 years, since 1993, DHS has contracted out the management of the District's CoC to The Community Partnership for the Prevention of Homelessness (TCP), a District-based non-profit 501(c)(3) organization. This arrangement was the result of a Memorandum of Understanding between the United States Department of Housing and Urban Development (HUD) and the District government directing the District to contract with a local non-profit agency to overhaul the District's approach to homelessness by being "entrepreneurial and customer service driven." As described in The Urban Institute's assessment of the arrangement, the goal was to transform the District's approach and response to homelessness, which had been referred to as a "non-system" and described as "warehousing" people, to one focused on comprehensive services for those homeless or at risk of homelessness. TCP was subsequently

[1] The United States Department of Housing and Urban Development (HUD) defines a Continuum of Care (CoC) as a program that "is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness."

created and now holds two separate management contracts related to the CoC – what DHS refers to as the “management contract” and the “sole source contract.” Both cover management oversight for homeless services but the sole source contract is separate and distinctive because it provides management oversight for specific, place-based services, primarily shelter. The two contracts are discussed in greater detail below.[2]

In FY 2014, District agencies contracted for additional homeless programs outside of the contracts with TCP. For example, DHS paid District and Maryland motels directly to house families when shelter space was unavailable. Additionally, while the TCP-managed Continuum of Care contracts included a Permanent Supportive Housing Program (PSHP), DHS independently contracted with nine NGOs to provide case management services for a separate PSHP that it operated. Also, while the Rapid Rehousing Program (RRH) was a component of TCP’s contract designed to provide urgent housing solutions to those who are homeless, CFSA operated a separate RRH program for its own clients with the assistance of four NGOs. Figure 1 provides an overview of the agencies, programs and the local dollars expended in FY 2014, which will be discussed in greater detail below.

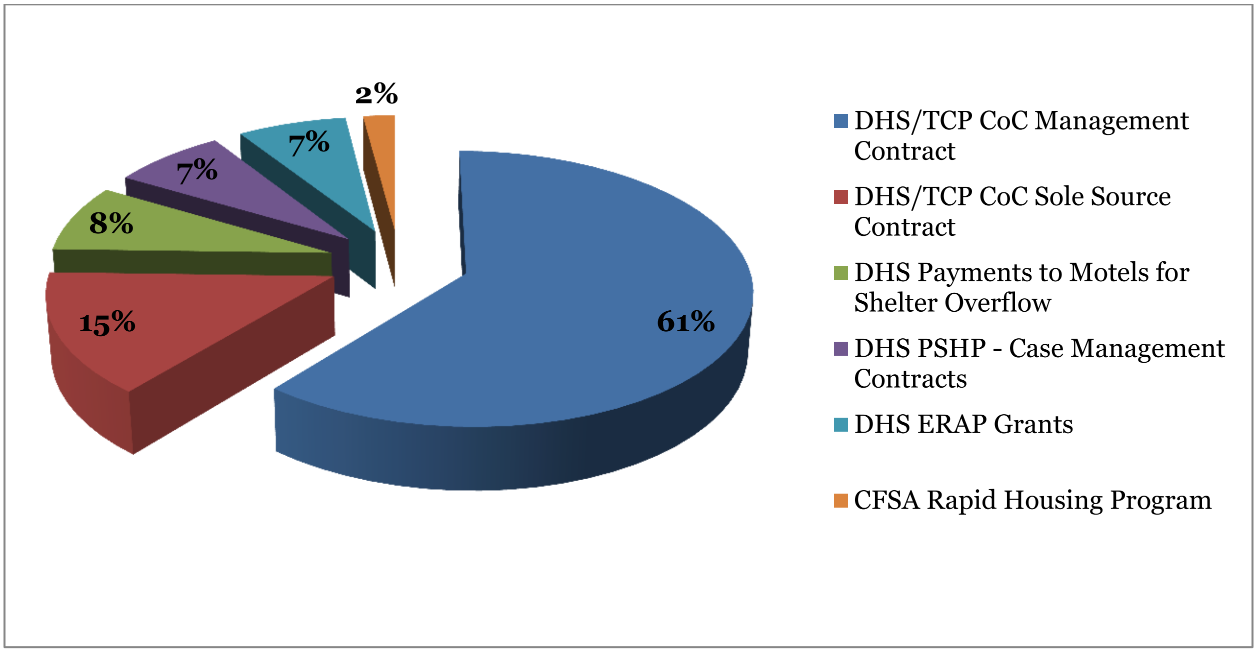
Figure 1
District Agencies Spending on Homeless Programs Involving Local Dollars in FY 2014

District Agency	Homeless Program	# of Contractor, grantees, and/or businesses receiving funds	Number of Subcontracts	Local Dollars
DHS	Continuum of Care management contract	1 (TCP)	68	$66,513,814
	Continuum of Care sole source contract	1 (TCP)	63	$15,807,087
	Payments to motels for providing shelter overflow rooms	5	N/A	$8,718,285
	Permanent Supportive Housing Program (PSHP)	9	N/A	$8,074,841
	Emergency Rental Assistance Program (ERAP)	4	N/A	$7,729,972
CFSA	Rapid Housing Program	4	N/A	$2,253,448
Total				**$109,097,447**

[2] In FY 2014, the contracts did not follow the FY, but were made up of three different contracts/extensions for the following periods: 1) October 2013; 2) November 2013-January 2014; 3) February-September 2014. DHS has adjusted the contracts to coincide with FY 2015.

Figure 2 presents the total local dollars expended for homeless programs to NGOs in FY 2014 as a percentage of total spending.

Figure 2
Total Local Dollars Expended for Homeless Programs to NGOs in FY 2014 as a Percentage of Total Spending



The best estimate for the number of homeless individuals in the District in 2014 comes from the Point-in-Time (PIT) count.[3] HUD requires that the CoC entities conduct an annual PIT count of homeless persons who are unsheltered and sheltered (i.e. in emergency shelter, transitional housing, etc.) on a single night in January. During FY 2014 the count was 7,784, a 12.9 percent increase in the homeless population over the 2013 count. While data from the 2015 PIT count is not yet available, another surge was expected for the 2015 hypothermia season.

Objectives, Scope and Methodology

The objectives of this examination were to determine for FY 2014:

1. The name and number of NGOs receiving local District funds for homeless services;
2. The amount of those funds;
3. How long each NGO has received funding for that service;
4. How many homeless individuals and families each NGO served and how it has been documented;
5. The amount spent by NGOs on program costs (i.e. supportive services, direct costs of services to, or rent-related payments made on behalf of, homeless individuals); and
6. The amount spent by NGOs on non-program related costs (i.e. operating costs, administrative fees and indirect costs).

[3] TCP has conducted the Point-in-Time count on behalf of the District since 2001.

Our examination was limited to local dollars and did not include programs targeting Veterans and survivors of domestic violence, since they are funded primarily by federal dollars.

Because homeless services are provided by multiple District agencies there is no overall and easily identifiable District budget for homelessness. In 2014 DHS and CSFA were the only agencies that provided homeless services solely funded through local funds.[4] For CFSA and DHS, as well as TCP, we reviewed contracts, grant agreements, budgets, actual spending reports, and performance data for relevant NGOs. We also interviewed key staff members who were responsible for compiling this information.

One of the concerns in your request was the proportion of homeless funds that directly serve the homeless, as contrasted with what might be generally seen as overhead or administrative costs. Providing those distinctions has been difficult because each agency, and the various grants and contracts they used to allocate local funding to NGOs, used different ways to identify *program*—i.e. direct services—and *non-program* costs. For example, some contracts or grant agreements established a fixed administrative fee for NGOs to carry out the program. In those cases, we identified those administrative fees as the non-program costs and referred to the remaining amount as the program costs. We also calculated the percentage of non-program costs as a percentage of the actual costs expended by each contractor because it answers the question of how many dollars and what percentage did not directly go to serving the needs of homeless individuals and families.

Because this is an examination, and not an audit, we did not conduct a data reliability assessment or otherwise verify the information provided by these entities. Therefore, the numbers in this report should be regarded as *unaudited* figures. We did not conduct the examination as an audit as defined by the Government Accountability Office's Government Auditing Standards.

Results of the Auditor's Analysis

The following summarizes information obtained from DHS, CFSA and TCP on six different homeless programs, and is ordered by descending value.

DHS: Continuum of Care Management Contract

In FY 2014, DHS spent $66,513,814 on its CoC management contract with TCP and provided 48,456 beds or other units of service (such as an apartment or outreach services for an individual for a year). As part of this contract, TCP was to establish a competitive system for awarding subcontracts to various NGOs – to not-for-profits as well as a limited number of for-profits – for carrying out the CoC, such as street outreach services, security services and low-barrier emergency shelters (overnight shelter without the imposition of identification, time limits or other program requirements). Among other duties, TCP was responsible for providing oversight and monitoring the subcontractors' scope of services. TCP was to receive a fee for providing administrative management oversight not to exceed 8 percent of the total cost for the contract components.

[4] In FY 2014, the Department of Behavioral Health spent approximately $2,000 with two mental health providers to support outreach during the declared cold emergencies. Due to the low amount of the spending, and the fact that DBH does not regularly contract or grant with any outside provider to provide services for homeless initiatives, we did not include this spending in our analysis.

The contract also required that subcontractors report on the services provided by entering data in the Homeless Management Information System (HMIS), which TCP manages and refers to as the primary repository for client level data for consumers of homeless services in the District of Columbia. Additionally, the contract stipulated that TCP ensure that "designated DHS staff has access to all information within the HMIS" for programs and services covered in the CoC management contract.[5]

DHS Over-Payments Identified

TCP's billing method led to DHS overpaying TCP approximately $4.2 million or six percent of the total DHS paid TCP for the management contract in FY 2014. TCP billed DHS monthly with the first and last monthly invoices of the fiscal year submitted as estimates for cash flow purposes and because subcontractors' spending reports were unavailable at the time TCP billed DHS. TCP officials explained that DHS approved this practice and it has been in place for several years. According to TCP, the over-payments are used in the subsequent fiscal years. When requested, DHS did not provide a reconciliation or an explanation for the $4.2 million over-payment.

Figure 3 shows information provided by DHS and TCP on the billed amounts, payments, actual costs, and over-payment related to the CoC management contract in FY 2014.

Figure 3
Total DHS Over-Payment to TCP for Management Contract, FY 2014

TCP's Estimated Costs, Actual Costs and Over-Payment made by DHS	Amount
TCP Billed DHS for Estimated Providers' Costs	$61,742,340
TCP's Administrative Fee Billed	$4,771,474
Total TCP Management Contract Billed/DHS Payments	$66,513,814
Actual Costs TCP Paid to Providers	$57,712,382
Actual TCP Administrative Fee to be paid per Management Contract (not to exceed 8% of actual costs TCP paid to providers)	$4,616,991
Total Actual Costs for Management Contract	$62,329,373
Total DHS Over-Payment to TCP for Management Contract	**$4,184,441**

DHS's practice of paying estimated costs presents several concerns. Per the contract, TCP is to submit to DHS invoices for "supplies delivered and accepted or services performed and accepted," and the District shall make payments upon those invoices. The contract language is correct, but because the contract between DHS and TCP does not, and cannot, provide for billing estimates, the advance payments of estimated costs not only constitutes a violation of the terms of the contract but also violates District law. DHS's practice of paying for estimated costs also presents Home Rule Act and Anti-Deficiency Act concerns.

[5] Federally-supported homeless services require providers to maintain a Homeless Management Information System.

One result of TCP's method of invoicing estimates for the first and last months of the fiscal year is that the District paid for services that were not provided during that fiscal year. According to TCP, the over-payments were used to pay for services in the following fiscal year. The Home Rule Act requires that all unspent money be returned to the General Fund at the end of the fiscal year because there remains no ongoing appropriations authority, unless otherwise specified by law.

Additionally, there are Anti-Deficiency Act concerns arising from the over-payment from DHS to TCP. In general, the Anti-Deficiency Act (both federal and local) prohibits the obligation or expenditure of funds in advance or in excess of an appropriation. It is well established that when resources remain unspent at the end of a fiscal year, they may not be carried over or used in the next fiscal year without an appropriation for the following fiscal year.

Finally, District policy prohibits the payment for goods or services in advance of performance, subject to some very limited exceptions. It appears that by leaving the funds with the contractor, DHS is paying for goods and/or services for the next fiscal year, in advance of receiving them.

These concerns require a comprehensive review of the contract, the specific appropriations for the relevant fiscal years, the services received for the estimated invoices and payments, and an application of the relevant local and federal laws. This review will be included in our upcoming audit of the CoC management contract between DHS and TCP.

This method of billing with estimates resulted in TCP over-charging for its administrative fee. As seen in Figure 3 above, TCP charged $4,771,474 for the administrative fee based on the estimated providers' costs of $61,742,340. Per the contract, the fee is not to exceed 8 percent of the total cost for the contract components, but the amount TCP billed, and DHS paid, was 8.27 percent, exceeding the maximum allowable administrative fee by $154,483. TCP's maximum allowable administrative fee for FY 2014 should have been no more than $4,616,991, representing 8 percent of $57,712,382, the actual program costs TCP paid to providers.

With regard to the $4.2 million overpayment, TCP explained that it works in conjunction with DHS to identify funding priorities on which to spend the over-payment in the following fiscal year. These funds are in addition to the amounts allocated to the subcontractors per their contracts. For example, in FY 2014, TCP carried over $4,184,441 that it received from DHS and is spending the funds in FY 2015 on DHS and TCP-identified priorities, such as the purchase of new vans, staffing for the motels, and additional transportation, as well as expansion of the Rapid Rehousing Program (RRH). Similarly, in FY 2013 TCP did not expend all of the funds it received from DHS in FY 2013 and reported that it spent the over-payment of $665,508 in FY 2014 on priorities such as paying rent for a shelter and bringing subcontractors into compliance with the District's Living Wage law.

When ODCA asked DHS about this practice, DHS originally stated in an email that

> TCP bills DHS for services rendered and identified operating costs (i.e. rents) that must be paid to subcontractors and landlords by a target date. Because coverage of these costs would create a potential cash flow issue for TCP, DHS allows TCP to invoice monthly to cover such expenses. It is not an estimated bill, but an anticipated bill based on past and current expenditure levels. The difference in actual versus anticipated funds may be spent on jointly identified priorities in concurrence with DHS prior to the conclusion of the fiscal year. DHS is not aware of any

remaining funds that are not refunded to DHS at the conclusion of the fiscal year.

Shortly after the receipt of the above email on March 3, 2015, DHS provided a revised statement deleting the sentence, "DHS is not aware of any remaining funds that are not refunded to DHS at the conclusion of the fiscal year."

Figure 4 shows the providers who received funds in FY 2014 from the FY 2013 DHS $665,508 over-payment with the largest amount $485,689, or 73 percent, allocated to TCP.

Figure 4
TCP FY 2014 Spending of FY 2013 Over-Payment of Management Contract

Provider	Service	Amount
The Community Partnership (TCP)	Family Re-Housing Stabilization Program (FRSP)/RRH	$471,727
New Hope Ministry	Open Door Shelter	$30,403
The National Center for Children & Families	Consultation sessions for DC General	$29,560
United Planning Organization	Non-Hypothermia Hotline Transportation	$25,121
Echelon Community Services	KIA III	$20,964
New Hope Ministry	John Young Shelter	$19,859
Coalition for the Homeless	Emery Shelter	$17,958
Coalition for the Homeless	Blair Shelter	$15,325
The Community Partnership (TCP)	DC General	$12,532
Coalition for the Homeless	Valley Place	$10,545
Coalition for the Homeless	La Casa TRP	$10,114
The Community Partnership (TCP)	Supplies	$1,400
Total		**$665,508**

Range of Program and Non-Program Related Costs

Not taking into account the over-payment, program costs made up 62 percent and non-program (operating and indirect) costs made up 38 percent of the $62,329,373 (including TCP's administration fee) in actual costs of the DHS/TCP Continuum of Care management contract in FY 2014.

As indicated above, seeking to define costs that constituted direct services to individuals, which we are referring to as "program" costs, is an imprecise exercise given definitions that can and likely have been interpreted differently by different NGOs. It is also the case that the very wide range of "non-program" costs reported to us would indicate a need for greater clarity in allocating costs as well as more consistent, and more consistently robust, oversight by DHS.

To identify the amount subcontractors spent on program and non-program costs, we referred to TCP's "Budgeting and Invoicing Manual - DHS Contracts" (Manual). While the Manual does not use the term "program costs," its definition of "supportive services" represents costs that are directly related to providing services to clients. Also, TCP has subcontractors identify "operating costs" and "indirect costs" (non-program), both of which are not directly related to providing services to clients, according to the TCP Manual. Figure 5 outlines how TCP advises subcontractors to identify supportive services, operating and indirect costs.

Figure 5
Description of Expense Categories from TCP's Budgeting and Invoicing Manual

Supportive Services Costs (Program)	Operating Costs (Non-program)	Indirect Costs (Non-program)
This category represents expenses directly related to the services provided to clients in the program. These costs include: • Personnel working directly with clients • Supplies used by the clients • Phones provided primarily for client use • Food for clients • Costs of training provided to the clients • Transportation of clients (costs of public transportation and/or private transportation provided by contractor.) • Client Costs	This category represents costs associated with the day-to-day operation of the program and its facility. These costs include: • Personnel directly supporting the operation of the program including the manager of the program, maintenance staff for the facility, HMIS staff, security employees (paid through payroll) • Utilities • Minor repairs (see limits on page 5) • Equipment/Furnishings • Security services provided by a contractor • Insurance • Telephones, office supplies, and computer costs for supportive and/or operating personnel • Occupancy-Rent for program space	This category represents costs associated with administrative functions of the organization and is related to the program, but not included in the allowable operating costs. These expenses are capped at 10% of the subtotal of the other categories, and at this time, TCP does not require documentation of these expenses. However, the contractor must have an administrative overhead rate on their audited financial statements equal to or higher than the rate budgeted. These types of costs include: • Personnel engaged in the overall administration of the program doing activities such as preparing payroll, paying bills, preparing invoices for TCP, office management. • Bank fees • Office supplies for administrative personnel

TCP provided FY 2014 spending reports for 68 subcontracts, which were detailed by specific costs related to these categories of supportive services, operating and indirect costs, and approved for payment by TCP. To provide greater insight into subcontractors' costs, we totaled the costs affiliated with personnel (i.e. salaries, payroll taxes, fringe benefits, and consultants) for both supportive services and operating costs. We also calculated the total supportive services (program) and operating and indirect costs (non-program) to determine what percentage each comprised of actual costs.

TCP was also responsible for carrying out some of the contract components of the CoC management contract, thus it served as a subcontractor under the management contract between DHS and TCP. Of the 68 contracts, 58 were subcontracted to service providers and 10 were subcontracted to and carried out by TCP. Essentially, TCP managed itself in the following areas:

- Supplies, Material and Equipment;
- Maintenance of District Owned facilities;

- Permanent Supportive Housing Program (PSHP) Singles – One Time Cost;
- PSHP Singles – Rent;
- DC General;
- Hypothermia Shelters (Families) Short-Term Leasing;
- Family Re-housing and Stabilization Program (FRSP)/RRH;
- Local Rent Supplement Program (LRSP);
- Permanent Supportive Housing Program (PSHP) Families – One Time Cost; and
- PSHP Families – Rent.

This resulted in TCP providing services under the management contract that had an actual cost of $22,427,048 of the $57,712,382 in total actual costs. TCP received an administrative fee for managing the contract and in addition charged an administrative fee of $388,829 for operation of the shelter at DC General.

Our analysis of the subcontractors' spending reports identified a wide range of percentages for *non-program costs* to total actual costs within the same category of service, including:

- Street Outreach: Eight providers ranged from 0 percent (Community Council for the Homeless, Rachael's Women's Center, First 7th Day Adventist Church, and Salvation Army) to 29 percent (Neighbor's Consejo);
- Low Barrier/Emergency Shelter – Single Adults: Six providers with a range of 36 percent (Catholic Charities) to 85 percent (New Hope Ministry);
- Temporary Shelter – Single Adults: Two provider contracts, both Coalition for the Homeless, range of 38 percent to 50 percent;
- Transitional Housing Programs – Single Adults: Three providers, range of 11 percent (Catholic Charities) to 59 percent (House of Ruth);
- District Permanent Supportive Housing – Single Adults: Three providers, range of 0 percent (TCP) to 34 percent (TCP);
- Homeless Services for Youth: Six providers, range of 17 percent (Latin American Youth Center) to 68 percent (Sasha Bruce Youthworks);
- Hypothermia Shelters – Families: Two providers, range of 0 percent (TCP) to 42 percent (TCP);
- Family Intake Center: Two provider contracts, both with Coalition for the Homeless, range of 39 percent to 44 percent;
- Temporary Shelter – Families: Three providers, range of 20 percent (Jobs Have Priority) to 51 percent (Capitol Hill Group Ministry);
- Site-Based Transitional Housing Programs – Families: Two providers, range of 39 percent (Transitional Housing Cooperation) to 47 percent (Coalition for the Homeless); and
- District Permanent Supportive Housing - Families: Three providers, range of 0 percent (TCP) to 19 percent (TCP).

These wide ranges raise questions regarding whether the maximum dollars are going toward program costs. While we have not identified any specific non-program costs as inappropriate, these ranges themselves indicate a need for greater monitoring on what is an allowable range and/or a maximum percentage that can or should be spent on non-program related expenses. Should such a limit be pursued, it would not apply to the subcontracts that solely provide operating services, such as security and maintenance. The Manual does provide a cap for indirect costs. As indicated above, the Manual instructs subcontractors to cap their indirect costs at 10 percent of the subtotal of other categories. We found two subcontractors – Catholic Charities and United Planning Organization – that exceeded the cap. TCP stated that it approved these increases, with the concurrence of DHS, after a review of actual costs but documentation was not provided.

Appendix 2 provides a detailed list of all of the CoC management subcontractors for FY 2014, including projected and actual outcomes, how long the subcontractors provided the services, and the difference between the budget and actual costs. Appendix 3 includes the totals and percentages of program costs and non-program costs for each of the subcontractors.

DHS: Continuum of Care Sole Source Contract

In FY 2014, DHS spent $15,807,087 with TCP on its Continuum of Care sole source contract and provided 6,118 additional beds or units. It is referred to as a sole source contract because each subcontract is tied to a specific location, such as a church or private shelter location, and the subcontracts could not be competitively bid. Unlike the management contract, there was no administrative fee for TCP associated with this contract.

DHS Over-Payments Identified

As was the case with the management contract, TCP's practice of billing DHS estimates for the first and last monthly invoices of the fiscal year resulted in DHS over-paying TCP for the sole source contract by $1,167,674. Figure 6 shows information provided by DHS and TCP on the billed amounts, payments and actual costs related to the CoC sole source contract in FY 2014.

Figure 6
Total DHS Over-Payment to TCP for Sole Source Contract, FY 2014

TCP's Estimated Costs, Actual Costs and Over-Payment made by DHS	Amount
TCP Sole Source Contract Billed/DHS Payments	$15,807,087
Actual Costs TCP Paid to Providers	$14,639,413
Total DHS Over-Payment to TCP for Sole Source Contract	**$1,167,674**

Overall, during FY 2014 DHS overpaid TCP a combined total of $5,352,115 for the CoC management and sole source contracts.

As previously mentioned in the DHS: Continuum of Care Management Contract section of this letter, DHS's practice of paying estimated costs presents the same concerns for the sole source contract.

TCP reported that it expended the FY 2013 over-payment of $403,663 in FY 2014 on priorities identified jointly by DHS and TCP. As was the case for the CoC management contract, these funds were in addition to the amounts allocated to the subcontractors per the contracts, and also similarly, the largest amount $337,009 or 83 percent was allocated to TCP. Figure 7 shows the providers who received funds in FY 2014 from the FY 2013 over-payment.

Figure 7
TCP FY 2014 Spending of FY 2013 Over-Payment of Sole Source Contract

Provider	Service	Amount
The Community Partnership	Park Road Shelter Rent	$337,009
Way of the Word	Transitional Housing	$23,221
Coalition for the Homeless	Spring Road Shelter	$9,845
New Endeavors for Women	Transitional Housing	$8,220
Community of Hope	Girard Street Shelter	$7,380
Coalition for the Homeless	Webster Transitional Housing	$6,949
Community of Hope	Hope Apartments	$5,971
Coalition for the Homeless	Park Road Transitional Housing	$5,068
Total		**$403,663**

Range of Program and Non-Program Related Costs

Not taking into account the over-payment, program costs made up 65 percent and non-program (operating and indirect) costs made up 35 percent of the $14,639,413 in actual costs of the DHS/TCP Continuum of Care sole source contract in FY 2014.

To identify the amount subcontractors spent on program and non-program costs under this contract, TCP provided FY 2014 spending reports for 63 subcontracts, which were detailed by specific costs related to supportive services, operating and indirect costs, and approved for payment by TCP. Of the 63 contracts, 53 were subcontracted to service providers and 10 were carried out by TCP. As was the case with the CoC management contract, TCP essentially managed itself in the following areas:

- Equipment, supplies and moving expenses for Hypothermia Season;
- Park Road Shelter – Rent;
- Americans with Disabilities Act (ADA) Shelter Units;
- 425 Atlantic Street Temporary Shelter;
- Community Based Units – Temporary Shelter;
- Park Road Family Shelter – Operating Services;

- Chronically Homeless Rent Supplement Initiative;
- HMIS System Operations;
- Mount Pleasant; and
- Rental Assistance.
-

This resulted in TCP providing services under the sole source contract that had an actual cost of $965,965 of the $14,639,413 in total actual costs.

To determine the amount of program and non-program costs, we followed the same process described for the CoC management contract section above. Our analysis of the subcontractors' spending reports again identified a range of percentages for *non-program costs* to actual costs within the same category of service, including:

- Hypothermia Shelter – Single Adults: Five providers, range of 0 percent (TCP) to 100 percent (New Covenant Baptist Church, Sacred Heart Church and St. Luke's Church). TCP was responsible for equipment, supplies and moving expenses, unlike the other providers, who operated the shelters;
- Housing and Services for Homeless Youth: Five providers, range of 19 percent (Latin American Youth Center) to 54 percent (Sasha Bruce Youthworks);
- Transitional Housing – Single Adults: Eleven providers, range of 0 percent (Christ House) to 51 percent (Casa Ruby);
- Temporary Shelter – Families: Nine providers, range of 0 percent (TCP) to 100 percent (TCP);
- Transitional Housing – Families: Six providers, range of 24 percent (New Endeavors for Women) to 70 percent (Catholic Charities);
- Supportive Services for Permanent Supportive Housing: Fourteen providers, range of 5 percent (Transitional Housing Corporation) to 100 percent (Community Connections); and
- Specialty Programs and Services: Twelve providers, range of 0 percent to 100 percent. Due to the differing nature of these services, it is not informative to compare the percentages.

As indicated above, the ranges raise questions about oversight and whether it would be advisable to mandate a cap on non-program costs as is the case now with indirect costs. Such a limit would not apply to the subcontracts that solely provide operating services.

Using TCP's indirect cap, we found three subcontractors – Catholic Charities, United Planning Organization and the National Center for Children & Families – exceeded the 10 percent cap for indirect costs. TCP stated that it approved these increases, with the concurrence of DHS, after a review of actual costs but documentation was not provided to us.

Appendix 4 provides a list of all of the CoC sole source subcontractors for FY 2014, which includes projected and actual outcomes, how long they have provided the service, and the difference between the budget and actual costs. Appendix 5 includes the totals and percentages for program costs and non-program costs for each subcontractor.

DHS: Payments to Motels for Shelter Overflow

As a result of insufficient capacity at the DC General Family Shelter and other shelters during the FY 2014 hypothermia season, DHS paid $8,718,285 to private motels to house families. These payments were considered to be 100 percent program costs as they were payments made to directly benefit families experiencing homelessness. Figure 8 shows the name of the vendors paid by DHS and the total FY 2014 expenditures made to motels.

Figure 8
DHS Payments to Vendors for Shelter Overflow, FY 2014

Vendor Name	FY 2014 Expenditures
T&L Hospitality – Days Inn Gateway	$3,871,197
Comfort Inn & Suites	$2,457,483
Sharcon Hospitality of DC 3	$952,028
Motel 6	$703,864
Purchase Card – motel room payments made by DHS	$593,213
Silver Hospitality Inc.	$140,500
Total	$8,718,285

DHS: Permanent Supportive Housing Program Case Management Contracts

In FY 2014, DHS directly contracted with nine NGOs to provide case management services for PSHP participants. These contracts totaled $8,074,841 in actual costs (program and non-program costs) and served 1,136 clients, which equates to $7,108 per client. The purpose of PSHP is to provide permanent housing and supportive services to chronically homeless individuals and families to ensure housing stabilization, maximum levels of self-sufficiency and an overall better quality of life. PSHP participants receive case management services, which DHS defines as a service that engages homeless individuals and families to provide assistance in: identifying barriers, needs and strengths; developing goals; identifying resources and support; and, connecting them to other assistance programs.

All of the NGOs have contracted with DHS for these services since 2008, with one exception, Miriam's Kitchen, which began in mid-2014. The contractors reported their outcomes in a database established and maintained by DHS.

Range of Program and Non-Program Related Costs

Program costs made up approximately 89 percent and non-program costs made up approximately 11 percent of the $8,074,841 in actual costs for the PSHP case management contracts. Additionally, our analysis of the nine providers' cost proposals identified a range of percentages for non-program costs to actual costs. Miriam's Kitchen proposed a 0 percent rate, stating that it would use private funds to cover non-program costs, and Community Connections proposed the highest rate at 16 percent.

Unlike the CoC management and sole source contracts discussed above, we did not receive spending reports that detailed program and non-program costs for each of the contractors. To

determine what was spent on program and non-program costs, we reviewed the minimum and maximum price proposals each contractor submitted to DHS that specified direct (program) and indirect (non-program) costs.[6] We did not review each item to determine if the proposals were appropriate as a direct cost, thus all of the figures and percentages should be regarded as unaudited.
Additionally, we found a wide range of amounts that DHS paid contractors for those they served ($317 to $14,245), which we calculated based on the amount expended and number of clients reported served for each contractor. As different costs were proposed for serving families and individuals, and we did not have "client" broken down by whether the case management benefited an individual only, or a family, these figures should be regarded as estimates only.

Appendix 6 shows detailed information provided by DHS and the Office of Contracting and Procurement related to the PSHP case management contracts in FY 2014, which includes the service provider name, contracted and actual clients served, and estimated direct (program) and indirect costs (non-program), and percentages of total costs, for each.

We should also note that the PSHP is in the Office of the Inspector General's FY 2015 audit plan and that the audit is currently underway.

DHS: Emergency Rental Assistance Program Grants

To carry out the Emergency Rental Assistance Program (ERAP) in FY 2014, DHS had grant agreements with four providers totaling $7,729,972 in actual costs. The program provided assistance to 2,656 households, with an average household benefit (program costs only) of $2,072 to $3,041. The purpose of ERAP is to provide funding for qualified households (i.e. low-income households with children, those aged 60 years and above and people with disabilities) facing eviction. Funding pays for back rent and court fees as well as security deposits and the first month of rent for residents moving into new apartments. It can only be used once per year for each eligible household.

The providers' responsibilities included processing applications, determining households' eligibility and assistance amounts, and making payments to landlords. According to DHS, the number served is driven by both total funding and annual need. The grant agreements, which have been in place since 2007, did not establish a number of households to be served by each provider and providers simply spent down the assistance dollars as needed. Providers entered information about the number of applicants served, as well as the types and amounts of rent-related payments made on behalf of clients, into a database that DHS established.

Range of Program and Non-Program Related Costs

Four providers operated a total of six programs, including two designated for serving individuals. Total program costs made up 89 percent and non-program costs made up 11 percent of the $7,729,972 in actual costs for ERAP. DHS allowed providers to retain a 10 percent administrative fee from the grant award amount. However, we found one case in which a grantee, Catholic Charities, retained a 17 percent administrative fee based on having billed for the original grant amount of $250,000, though the total was later reduced by $50,000 to

[6] We used the minimum price proposals to calculate the percentage of direct and indirect costs, as the number of clients served for each contractor was less than the minimum cost proposal. We then applied the percentages to the amount DHS expended to each contractor in order to estimate the amount spent on direct and indirect costs. Almost all of the contractors proposed different indirect cost rates, which they also referred to as administrative fee, overhead or profit, and included such expenses as management salaries, administrative costs, accountants, and audits.

$200,000. DHS approved the higher administrative fee payment, stating that the reduction did not modify the official terms and conditions of the grant to Catholic Charities, which fulfilled its obligation and the purpose of this initiative. Based on the information we have reviewed, we believe the administrative fee should be tied to the amount of program services that were carried out, and that DHS should have paid the fee based on the revised grant award. We recommend that DHS seek reimbursement for the extra $5,000. In addition to the 10 percent administrative fee, Catholic Charities and the Salvation Army (who both also operated a pilot program for individuals) were reimbursed for staff salaries, equipment and other expenses (non-program costs).

Appendix 7 details the ERAP service providers names, the number of households that received assistance, and total costs for administrative fees, staff salaries and program costs, as well as the percentage of program and non-program costs.

CFSA: Rapid Housing Program

In FY 2014, the Child and Family Services Agency (CFSA) paid $2,253,448 to four grantees for the Rapid Housing Program.[7] The program served 173 families, as of the date of this letter. We did not calculate the cost per family due to the fact that it was a 24-month grant period and the grantees are in the process of providing the services and placing families into housing units. The purpose of CFSA's Rapid Housing Program is to provide urgent housing solutions to vulnerable families where children have been removed or at risk of removal because of insufficient, unsafe or uncertain housing conditions which place them at risk. CFSA seeks to provide adequate housing to vulnerable families in order to preserve the family unit or make family reunification possible.

TCP served solely as a fiduciary agent for the Rapid Housing Program to ensure payment for client services such as guardianship and kinship care. For serving as a fiduciary agent, TCP proposed an administrative fee (a non-program cost) that amounted to 7 percent of the total amount that it budgeted and expended. TCP has had this responsibility since 2010. CFSA reported that it ended its relationship with TCP at the end of FY 2014 and that as a result of a reconciliation for the four year grant period required under the grant agreement, TCP refunded $1,932,634 to the District.

The three service providers – So Others Might Eat (SOME), the Elizabeth Ministry and Hope and a Home – have participated in this program since September 2014. These providers were responsible for submitting quarterly reports to CFSA on their performance.

Range of Program and Non-Program Related Costs

While detailed spending information was not available, we estimated that program costs made up 96 percent and non-program costs made up 4 percent of the $2,253,448 in actual costs of CFSA's Rapid Housing Program. Similar to our experience with the Permanent Supportive Housing Program, we did not receive spending reports that detailed program and non-program costs for each of the NGOs. Instead, we relied on the NGOs' proposed program budgets to determine the amounts and percentages of program and non-program costs. The program budgets were not sufficiently detailed to show items such as supportive services personnel, operating costs (including personnel) and indirect costs.

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[7] TCP received a grant to act as a fiduciary agent whose grant amount was for services rendered in FY 2014. The three remaining grantees' total grant amounts were expended in FY 2014, however the program was to cover a 24–month period spanning FY 2014 and FY 2015.

Also, from the proposed budgets, it did not appear that the three service providers projected non-program costs. In fact, two providers' projected budgets were based entirely on either rent payments or subsidies while the remaining provider divided its projected expenditures between supportive services and rental costs.

Appendix 8 includes the Rapid Housing Program service provider names, projected and actual clients served to date, and actual cost.

Conclusion

It is our hope that this examination of expenditures prompts additional oversight by the new administration and the D.C. Council. As indicated, in FY 2014 the District of Columbia paid $109,097,447 in local funds to NGOs for homeless services. A portion of this total was the DHS over-payment of $5,352,115 to TCP for both the CoC management and sole source contracts. Because this practice raises Home Rule Act and local and federal Anti-Deficiency Act concerns, the Office of the D.C. Auditor has initiated a contract compliance audit to review the DHS management contract with The Community Partnership in a more comprehensive fashion.

The total funding for homeless services has increased along with the incidence of homelessness in the District. Our review of expenditures brings us back to the point made when the District's Memorandum of Understanding with the Department of Housing and Urban Development was signed in the 1990s: the District's programs and services must focus on remediation as well as provide shelter. Assessing the effectiveness of each program is beyond the scope of this examination, but such an assessment is an important element of District government oversight and the development of policy and practice. If one used the Point-in-Time count for FY 2014 as an indication of the need – though we are aware that the homeless population is dynamic – the District would have spent $14,016 per homeless individual in FY 2014. The issue of homelessness is challenging, and the funds spent to date are considerable.

In addition to our concerns with the over-payment and need for an evaluation of effectiveness, our examination raises concerns over the proportion of District funds spent for non-program costs. Program costs made up 70 percent ($73,087,846) and non-program costs made up 30 percent ($30,657,486) of the $103,745,332 in local District funds that went to NGOs for homeless services, excluding the overpayment. As explained earlier in this review, determining how much is spent for program (i.e. direct services) and non-program (other than direct services) is imprecise because of differing definitions and interpretations. Serving some individuals within the homeless population – such as youth, and the disabled – pose significant challenges and the hardest to serve individuals require more time and attention by salaried employees of NGOs. That said, the wide range in non-program expenditures raises concerns that a higher proportion of funds could be directed to direct services than is consistently the case with the current programs and current oversight by both TCP and DHS. We recommend consideration be given to requirements that would focus a higher proportion of funds on direct services and remediation efforts.

The issue of program versus non-program expenditures was not an issue with regard to the $8,718,285 in payments DHS made to motels for sheltering families during the hypothermia season. Nor were there significant issues with regard to other aspects of the homeless services:

- Program costs made up approximately 89 percent and non-program costs made up approximately 11 percent of the $8,074,841 in actual costs of DHS's Permanent Supportive Housing Program case management contracts.

- Program costs made up 89 percent and non-program costs made up 11 percent of the $7,729,972 in actual costs of the DHS's Emergency Rental Assistance Program.
- Program costs made up approximately 96 percent and non-program costs made up 4 percent of the $2,253,448 in actual costs of the Child and Family Services Agency's (CFSA) Rapid Housing Program.

As previously discussed, because we did not verify or audit the NGOs' actual costs, such as reviewing receipts or other supporting documentation what we have presented on program and non-program costs should be considered as unaudited.

We hope this information is helpful to you in your oversight of these important programs.

Sincerely yours,

Kathy Patterson

Kathleen Patterson
District of Columbia Auditor

Appendices

Appendix I

Councilmember Cheh's E-mail Request to ODCA

I am sorry for our delay. She is interested in all of the outside organizations.

Thanks so much!
Drew

-----Original Message-----
From: Amy Bellanca [mailto:amy.bellanca@dc.gov]
Sent: Friday, October 11, 2013 4:02 PM
To: Newman, Andrew (Council)
Subject: RE: Homelessness Services

Hi Drew,

We're in the process of finalizing our Work Plan for the coming year. Does CM Cheh want us to look exclusively at outside, nonprofit organizations receiving DC funding for homeless services? (Not the various government entities which may provide some services.) Thanks very much.

Amy

New, expanded library hours start Oct. 1. More hours for story time. More hours for community meetings. More hours to use free computers. Check out the library's new hours at dclibrary.org/newhours <http://www.dclibrary.org/newhours>.

-----Original Message-----
From: Newman, Andrew (Council) [mailto:anewman@DCCOUNCIL.US]
Sent: Thursday, June 27, 2013 7:08 PM
To: Bellanca, Amy (ODCA)
Subject: Homelessness Services

Hi Amy,

Councilmember Cheh would like to know if the Auditor can: "examine all programs receiving DC money and aimed at assisting the homeless. The aim is to look for redundancy, waste, inefficiency, and inadequate accountability.
Who are the groups, how much money do they get, how long have they gotten it, can they document who they have helped and by what measure, how much goes to the homeless and how much to salaries and administrative expenses, etc."

Is this something that the Auditor can do?

Thanks,
Drew

OneCityYouth.DC.gov is your new, one-stop source for summer activities for District youth.
Head to the site today for programs & services for young people across the District!

Appendix II

Performance Data and Spending Information: Subcontractors for The Community Partnership (TCP) Continuum of Care Management Contract, FY 2014

The figures below have not been audited by ODCA.

#	Service Provider (NGO)	Service	# of Beds/Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
Supplies, Material and Equipment								
1	The Community Partnership	Supplies, Material and Equipment	N/A	N/A	4	$202,654	$140,181	$62,473
Maintenance of District Owned Facilities								
2	MJM Contracting	Maintenance of District Owned facilities	N/A	N/A	9	$1,100,000	$1,213,842	($113,842)
3	The Community Partnership	Maintenance of District Owned facilities	N/A	N/A	9	$475,382	$357,820	$117,562
Street Outreach Services								
4	Community Council for the Homeless	Friendship Place Outreach	N/A	94	9	$31,675	$31,346	$329
5	Capitol Hill Group Ministries	Outreach	N/A	490	9	$15,297	$15,076	$221
6	DC Central Kitchen	First Helping	N/A	158	9	$104,988	$103,831	$1,157
7	Georgetown Ministry Center	Outreach	N/A	150	9	$70,173	$66,498	$3,675
8	Neighbor's Consejo	Outreach	N/A	230	9	$76,225	$28,629	$47,596
9	Rachael's Women's Center	Outreach	N/A	23	9	$40,475	$39,810	$665
10	First 7th Day Adventist Church	Outreach	N/A	150	9	$11,265	$2,120	$9,145
11	Salvation Army	Grate Patrol	N/A	290	9	$25,616	$25,328	$288
Hotline Transportation Services								
12	United Planning Organization	Hotline Transportation Services (including operation of shelter hotline, outreach services)	N/A	1,765	9	$1,110,406	$1,130,545	($20,139)
13	United Planning Organization	Non-Hypo-Hotline Transportation Services	N/A	1,568	9	$1,066,090	$1,138,761	($72,671)
Security Services								
14	Professional 50	Shelter security services	N/A	N/A	5	$4,620,203	$4,449,621	$170,582
15	Prince	Shelter security services	N/A	N/A	5	$1,771,836	$1,741,695	$30,141

#	Service Provider (NGO)	Service	# of Beds/Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
Food for Singles								
16	DC Central Kitchen	Food for Singles	N/A	8,353	9	$1,444,398	$1,452,982	($8,584)
17	Henry's Soul Café	Americans with Disabilities Act (ADA) meals (special diet meal services)	N/A	7,757	3	$469,347	$531,904	($62,557)
Food for Families								
18	DC Central Kitchen	Food for Families	N/A	2,141	9	$670,155	$308,882	$361,273
19	Henry's Soul Café	Food for Families	N/A	2,141	3	$2,501,967	$2,456,054	$45,913
Hypothermia Shelters (Single Adults)								
20	CCNV	CCNV Drop In Center	135	319	9	$183,157	$195,603	($12,446)
Low Barrier/Emergency Shelter (Single Adults)								
21	Catholic Charities	801 East Shelter (year-round low barrier emergency shelter and services)	432	202	9	$1,732,216	$1,464,640	$267,576
22	Catholic Charities	Adams Place Shelter (including services)	180	986	9	$761,567	$655,828	$105,739
23	Catholic Charities	Harriet Tubman Shelter (including assisting clients in search for housing and other services)	100	377	9	$935,597	$848,130	$87,467
24	Catholic Charities	New York Avenue Shelter (including assisting clients in search for housing and other services)	360	2,588	9	$1,322,398	$1,269,973	$52,425
25	New Hope Ministry	John Young Shelter (including assisting clients in search for housing and other services)	85	511	9	$552,404	$523,704	$28,700
26	New Hope Ministry	Open Door Shelter (including comprehensive case management)	108	391	9	$709,138	$697,593	$11,545
Temporary Shelter (Single Adults)								
27	Coalition for the Homeless	Blair Shelter (including comprehensive case management)	85	167	9	$796,451	$821,085	($24,634)
28	Coalition for the Homeless	Emery Shelter (including provision of employment and other social services)	100	197	9	$1,404,840	$1,423,675	($18,835)

#	Service Provider (NGO)	Service	# of Beds/Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
Transitional Housing Programs (Single Adults)								
29	Catholic Charities	801 East Shelter (including comprehensive case management)	46	2,844	4	$231,550	$209,667	$21,883
30	Coalition for the Homeless	La Casa TRP (including comprehensive case management and substance abuse recovery)	40	136	9	$852,853	$870,599	($17,746)
31	House of Ruth	Madison (including counseling for employment goals and independent living skills)	25	135	9	$599,005	$595,054	$3,951
District Permanent Supportive Housing (Single Adults)								
32	N Street Village	11th Street Project (including comprehensive permanent housing services)	33	41	3	$380,110	$336,022	$44,088
33	The Community Partnership	PSH Singles - One Time Cost	50	N/A	6	$649,142	$267,549	$381,593
34	The Community Partnership	PSH Singles - Rent	431	N/A	6	$5,266,089	$4,773,672	$492,417
Homeless Services for Youth								
35	Catholic Charities	Youth Transitional Program @ 801 East Shelter (includes social services and housing search assistance)	29	75	2	$341,550	$304,472	$37,078
36	Covenant House	Covenant House temporary shelter and case management services	15	24	7	$371,487	$316,633	$54,854
37	Echelon Community Services	KIA III (includes temporary housing and supportive services)	33	60	2	$919,756	$896,629	$23,127
38	Latin American Youth Center	Latin American Youth Center (includes temporary shelter and case management)	11	13	7	$219,357	$179,414	$39,943
39	Sasha Bruce Youthworks	Sasha Bruce Youthworks	16	21	7	$330,841	$282,175	$48,666
40	Sasha Bruce Youthworks	Sasha Bruce Youthworks (includes intensive case mgmt. and supportive services)	13	11	3	$254,696	$188,167	$66,529

#	Service Provider (NGO)	Service	# of Beds/Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
Day/Feeding Program Services (Single Adults)								
41	Thrive DC	Day/Feeding Program Services (Single Adults)	N/A	2	7	$404,677	$395,162	$9,515
Hypothermia Shelters (Families)								
42	The Community Partnership	DC General	288	2,141	9	$6,603,380	$5,427,113	$1,176,267
43	The Community Partnership	Short-Term Leasing	30	N/A	2	$435,844	$184,225	$251,619
Family Intake Center								
44	Coalition for The Homeless	Family Intake Center (Hypo)-Virginia Williams Family Resource Center (VWFRC), (includes case management, emergency services, shelter placements, and other social services)	N/A	11,035	9	$1,095,021	$1,225,584	($130,563)
45	Coalition for The Homeless	Family Intake Center-(Non-Hypo)-VWFRC	N/A		9	$1,427,246	$1,467,426	($40,180)
Temporary Shelter (Families)								
46	Capitol Hill Group Ministry	Corcoran ADA Unit	1	1	2	$34,796	$32,635	$2,161
47	Capitol Hill Group Ministry	Kramer ADA Unit	1	1	2	$34,796	$32,599	$2,197
48	Jobs Have Priority	Naylor Road Shelter (includes comprehensive case management)	28	43	6	$701,885	$625,444	$76,441
Site-Based Transitional Housing Programs (Families)								
49	Coalition for the Homeless	Valley Place (includes supportive services)	18	25	9	$867,060	$881,485	($14,425)
50	Transitional Housing Cooperation	Partner Arms 3-37th Street Shelter	13	16	6	$567,902	$499,003	$68,899

#	Service Provider (NGO)	Service	# of Beds/Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
Scattered Sites Transitional Housing (Families)								
51	Catholic Charities	Case Management for Rapid Rehousing Program (RRH) clients (includes housing relocation services and continuous counseling)	72	99	3	$432,000	$403,612	$28,388
52	Community Family Life Services	Youth Supportive RRH (includes housing, a case management plan and continuous counseling)	5	5	<1	$24,500	$24,285	$215
53	Capitol Hill Group Ministries	Case Management for RRH clients (includes housing relocation services and continuous counseling)	50	55	3	$300,000	$284,476	$15,524
54	Columbia Heights/ Shaw	Case Management for RRH clients (includes housing relocation services and continuous counseling)	40	46	3	$200,000	$192,484	$7,516
55	Community of Hope	Case Management for RRH clients (includes housing relocation services and continuous counseling)	114	145	3	$508,500	$363,323	$145,177
56	Edgewood Brookland Family Support Collaborative (FSC)	Case Management for RRH clients (includes housing relocation services and continuous counseling)	22	26	3	$114,000	$104,767	$9,233
57	Echelon Community Services	Case Management for RRH clients (includes housing relocation services and continuous counseling)	50	51	3	$300,000	$256,330	$43,670
58	East of the River FSC	Case Management for RRH Program clients (includes housing relocation services and continuous counseling)	30	39	3	$140,000	$123,528	$16,472
59	Far Southeast FSC	Case Management for RRH clients (includes housing relocation services and continuous counseling)	25	21	3	$110,000	$106,407	$3,593

#	Service Provider (NGO)	Service	# of Beds/Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
60	Georgia Ave FSC	Case Management for RRH clients (includes housing relocation services and continuous counseling)	36	29	3	$216,000	$138,297	$77,703
61	North Capitol FSC	Case Management for RRH clients (includes housing relocation services and continuous counseling)	90	129	3	$540,000	$498,691	$41,309
62	The Community Partnership	Family Re-housing and Stabilization Program (FRSP)/ RRH	649	N/A	3	$10,864,908	$8,186,920	$2,677,988
63	The Community Partnership	Local Rent Supplement Program (LRSP)	30	N/A	3	$285,565	$114,823	$170,742
64	Transitional Housing Corp.	Case Management for RRH clients (includes housing relocation services and continuous counseling)	100	124	3	$594,928	$582,060	$12,868
65	SOME	Case Management for RRH clients (includes housing relocation services and continuous counseling)	20	15	<1	$72,539	$18,293	$54,246
District Permanent Supportive Housing (Families)								
66	The Community Partnership	Permanent Supportive Housing Program - Rents	170	N/A	6	$2,906,835	$2,484,681	$422,154
67	The Community Partnership	Permanent Supportive Housing Program - One Time Cost	25	N/A	6	$285,733	$490,064	($204,331)
68	Transitional Housing Corporation	Partner Arm I	14	N/A	3	$211,364	$213,456	($2,092)
Total			**4,248**	**48,456**		**$64,901,833**	**$57,712,382**	**$7,189,451**

Notes	
A	Due to DHS funding, for each of these subcontractors, there were three contracts/extensions during FY 2014 for the following periods: 1) October 2013; 2) November 2013 - January 2014; 3) February - September 2014.

Appendix III

Supportive Services, Operating and Indirect Costs Data: Subcontractors for The Community Partnership (TCP) Continuum of Care Management Contract, FY 2014

The figures below have not been audited by ODCA.

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
Supplies, Material and Equipment												
1	The Community Partnership	Supplies, Material and Equipment	$140,181	$0	$31,116	$0	22%	$0	$109,065	$0	78%	0%
Maintenance of District Owned Facilities												
2	MJM Contracting	Maintenance of District Owned facilities	$1,213,842	$0	$0	$0	0%	$0	$1,213,842	$0	100%	0%
3	The Community Partnership	Maintenance of District Owned facilities	$357,820	$0	$0	$0	0%	$0	$357,820	$0	100%	0%
Street Outreach Services												
4	Community Council for the Homeless	Friendship Place Outreach	$31,346	$31,346	$31,346	$0	100%	$0	$0	$0	0%	0%
5	Capitol Hill Group Ministries	Outreach	$15,076	$14,777	$14,943	$0	99%	$0	$133	$0	1%	0%
6	DC Central Kitchen	First Helping	$103,831	$91,847	$91,847	$0	88%	$4,221	$4,221	$7,763	12%	8%
7	Georgetown Ministry Center	Outreach	$66,498	$56,298	$56,298	$0	85%	$10,200	$10,200	$0	15%	0%
8	Neighbor's Consejo	Outreach	$28,629	$19,538	$20,368	$0	71%	$2,289	$8,261	$0	29%	0%
9	Rachael's Women's Center	Outreach	$39,810	$39,142	$39,810	$0	100%	$0	$0	$0	0%	0%
10	First 7th Day Adventist Church	Outreach	$2,120	$0	$2,120	$0	100%	$0	$0	$0	0%	0%
11	Salvation Army	Grate Patrol	$25,328	$25,328	$25,328	$0	100%	$0	$0	$0	0%	0%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
Hotline Transportation Services												
12	United Planning Organization	Hotline Transpo. services (including operation of shelter hotline, outreach services)	$1,130,545	$814,802	$815,132	$0	72%	$0	$182,180	$133,233	28%	13%
13	United Planning Organization	Non-Hypo-Hotline Transpo. services	$1,138,761	$800,208	$803,378	$0	71%	$0	$199,936	$135,447	29%	13%
Security Services												
14	Professional 50	Shelter security services	$4,449,621	$0	$0	$0	0%	$0	$4,449,621	$0	100%	0%
15	Prince	Shelter security services	$1,741,695	$0	$0	$0	0%	$0	$1,741,695	$0	100%	0%
Food for Singles												
16	DC Central Kitchen	Food for Singles	$1,452,982	$0	$1,452,982	$0	100%	$0	$0	$0	0%	0%
17	Henry's Soul Café	Americans with Disabilities Act (ADA) Meals (special diet meal services)	$531,904	$0	$531,904	$0	100%	$0	$0	$0	0%	0%
Food for Families												
18	DC Central Kitchen	Food for Families	$308,882	$0	$308,882	$0	100%	$0	$0	$0	0%	0%
19	Henry's Soul Café	Food for Families	$2,456,054	$0	$2,456,054	$0	100%	$0	$0	$0	0%	0%
Hypothermia Shelters (Single Adults)												
20	CCNV	CCNV Drop In Center	$195,603	$0	$15,000	$0	8%	$0	$180,603	$0	92%	0%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
Low Barrier/Emergency Shelter (Single Adults)												
21	Catholic Charities	801 East Shelter (year-round low barrier emergency shelter and services)	$1,464,640	$703,755	$805,912	$0	55%	$357,556	$495,990	$162,738	45%	13%
22	Catholic Charities	Adams Place Shelter (including services)	$655,828	$294,743	$318,033	$0	48%	$232,296	$264,925	$72,870	52%	13%
23	Catholic Charities	Harriet Tubman Shelter (including services)	$848,130	$313,044	$417,111	$0	49%	$296,376	$336,782	$94,237	51%	13%
24	Catholic Charities	New York Avenue Shelter (including services)	$1,269,973	$756,640	$809,761	$0	64%	$256,811	$319,104	$141,108	36%	12%
25	New Hope Ministry	John Young Shelter (including services)	$523,704	$78,145	$78,240	$0	15%	$352,684	$397,855	$47,609	85%	10%
26	New Hope Ministry	Open Door Shelter (including services)	$697,593	$114,024	$114,187	$0	16%	$470,644	$519,990	$63,416	84%	10%
Temporary Shelter (Single Adults)												
27	Coalition for the Homeless	Blair Shelter (including comp. case mgmt.)	$821,085	$402,527	$409,512	$0	50%	$227,868	$336,929	$74,644	50%	10%
28	Coalition for the Homeless	Emery Shelter (including services)	$1,423,675	$863,608	$878,210	$0	62%	$285,101	$416,040	$129,425	38%	10%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
Transitional Housing Programs (Single Adults)												
29	Catholic Charities	801 East Shelter (including comp. case mgmt.)	$209,667	$183,787	$185,951	$0	89%	$0	$420	$23,296	11%	12%
30	Coalition for the Homeless	La Casa TRP (including comp. case mgmt. and substance abuse recovery)	$870,599	$509,791	$525,973	$0	60%	$188,934	$265,481	$79,145	40%	10%
31	House of Ruth	Madison (including counseling for employment goals and independent living skills)	$595,054	$246,354	$246,354	$0	41%	$247,186	$297,421	$51,279	59%	9%
District Permanent Supportive Housing (PSH) (Single Adults)												
32	N Street Village	11th Street Project (including services)	$336,022	$305,264	$305,474	$0	91%	$0	$0	$30,548	9%	10%
33	The Community Partnership	PSH Singles - One Time Cost	$267,549	$0	$1,584	$174,298	66%	$0	$91,667	$0	34%	0%
34	The Community Partnership	PSH Singles - RENT	$4,773,672	$0	$0	$4,773,672	100%	$0	$0	$0	0%	0%
Homeless Services for Youth												
35	Catholic Charities	Youth Transitional Program @ 801 East Shelter (includes social services and housing search assistance)	$304,472	$148,725	$175,259	$0	58%	$72,338	$95,383	$33,830	42%	12%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
36	Covenant House	Covenant House temporary shelter and case management services	$316,633	$120,794	$140,053	$116,315	81%	$43,513	$50,416	$9,849	19%	3%
37	Echelon Community Services	KIA III (includes temporary housing and supportive services)	$896,629	$311,774	$381,414	$264,000	72%	$133,490	$176,755	$74,460	28%	9%
38	Latin American Youth Center	Latin American Youth Center (includes temporary shelter and case mgmt.)	$179,414	$92,099	$97,454	$52,068	83%	$126	$13,582	$16,310	17%	10%
39	Sasha Bruce Youthworks	Sasha Bruce Youthworks	$282,175	$171,282	$173,738	$0	62%	$73,336	$82,785	$25,652	38%	10%
40	Sasha Bruce Youthworks	Sasha Bruce Youthworks (includes intensive case mgmt. and supportive services)	$188,167	$57,942	$60,322	$0	32%	$93,214	$110,739	$17,106	68%	10%
Day/Feeding Program Services (Single Adults)												
41	Thrive DC	Day/ Feeding Program Services	$395,162	$156,526	$178,220	$0	45%	$157,352	$216,942	$0	55%	0%
Hypothermia Shelters (Families)												
42	The Community Partnership	DC General	$5,427,113	$2,852,705	$3,148,073	$0	58%	$1,541,538	$1,890,211	$388,829	42%	8%
43	The Community Partnership	Short-Term Leasing	$184,225	$0	$0	$184,225	100%	$0	$0	$0	0%	0%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
Family Intake Center												
44	Coalition for The Homeless	Family Intake Center (Hypo) - VWFRC (includes services)	$1,225,584	$571,095	$747,845	$0	61%	$258,059	$366,322	$111,417	39%	10%
45	Coalition for The Homeless	Family Intake Center - (Non-Hypo) - VWFRC	$1,467,426	$703,975	$825,671	$0	56%	$344,911	$508,353	$133,402	44%	10%
Temporary Shelter (Families)												
46	Capitol Hill Group Ministry	Corcoran ADA Unit	$32,635	$15,155	$15,893	$0	49%	$14,824	$16,742	$0	51%	0%
47	Capitol Hill Group Ministry	Kramer ADA Unit	$32,599	$15,155	$15,893	$0	49%	$14,521	$16,706	$0	51%	0%
48	Jobs Have Priority	Naylor Road Shelter (includes comp. case mgmt.)	$625,444	$466,933	$499,211	$0	80%	$47,879	$76,074	$50,159	20%	9%
Site-Based Transitional Housing Programs (Families)												
49	Coalition for the Homeless	Valley Place (includes supportive services)	$881,485	$454,947	$465,660	$0	53%	$239,190	$335,690	$80,135	47%	10%
50	Transitional Housing Cooperation	Partner Arms 3-37th Street Shelter	$499,003	$301,536	$305,683	$0	61%	$77,928	$147,956	$45,364	39%	10%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
Scattered Sites Transitional Housing (Families)												
51	Catholic Charities	Case Management (Mgmt) for Rapid Rehousing Program (RRH) clients (includes housing relocation services and continuous counseling)	$403,612	$0	$363,251	$0	90%	$0	$0	$40,361	10%	10%
52	Community Family Life Services	Youth Supportive RRH (includes housing, a case management plan and continuous counseling)	$24,285	$0	$21,856	$0	90%	$0	$0	$2,429	10%	10%
53	Capitol Hill Group Ministries	Case Mgmt. for RRH clients	$284,476	$0	$256,028	$0	90%	$0	$0	$28,448	10%	10%
54	Columbia Heights/ Shaw	Case Mgmt. for RRH clients	$192,484	$0	$173,236	$0	90%	$0	$0	$19,248	10%	10%
55	Community of Hope	Case Mgmt. for RRH clients	$363,323	$0	$326,991	$0	90%	$0	$0	$36,332	10%	10%
56	Edgewood Brookland Family Support Collaborative (FSC)	Case Mgmt. for RRH clients	$104,767	$0	$94,290	$0	90%	$0	$0	$10,477	10%	10%
57	Echelon Community Services	Case Mgmt. for RRH clients	$256,330	$0	$230,697	$0	90%	$0	$0	$25,633	10%	10%
58	East of the River FSC	Case Mgmt. for RRH clients	$123,528	$0	$111,175	$0	90%	$0	$0	$12,353	10%	10%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
59	Far Southeast FSC	Case Mgmt. for RRH clients	$106,407	$0	$95,766	$0	90%	$0	$0	$10,641	10%	10%
60	Georgia Ave FSC	Case Mgmt. for RRH clients	$138,297	$0	$124,467	$0	90%	$0	$0	$13,830	10%	10%
61	North Capitol FSC	Case Mgmt. for RRH clients	$498,691	$0	$448,822	$0	90%	$0	$0	$49,869	10%	10%
62	The Community Partnership	Family Re-housing and Stabilization Program/ RRH	$8,186,920	$0	$1,054,558	$7,021,687	99%	$110,675	$110,675	$0	1%	0%
63	The Community Partnership	Local Rent Supplement Program	$114,823	$0	$48,478	$66,345	100%	$0	$0	$0	0%	0%
64	Transitional Housing Corp.	Case Mgmt. for RRH clients	$582,060	$0	$523,854	$0	90%	$0	$0	$58,206	10%	10%
65	SOME	Case Mgmt. for RRH clients	$18,293	$0	$0	$16,464	90%	$0	$0	$1,829	10%	10%
District Permanent Supportive Housing (Families)												
66	The Community Partnership	Permanent Supportive Housing Program - Rents	$2,484,681	$0	$0	$2,484,681	100%	$0	$0	$0	0%	0%
67	The Community Partnership	Permanent Supportive Housing Program - One Time Cost	$490,064	$0	$279,068	$119,329	81%	$0	$91,667	$0	19%	0%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs Note D	% of Non-Program Costs to Actual Cost Note E	% Indirect Costs (Per Manual) Note F
68	Transitional Housing Corporation	Partner Arm I	$213,456	$191,880	$200,109	$0	94%	$0	$0	$13,347	6%	7%
Total			$57,712,382	$13,297,491	$23,375,845	$15,273,084	67%	$6,155,060	$16,507,179	$2,556,274	33%	5%

Notes	
A	Supportive Services - Personnel was determined by summing all salaries, payroll taxes, fringe benefits, and consultants listed in the Supportive Services category from subcontractor spending reports.
B	Program Costs is the sum of Supportive Services Total and Rent Subsidies.
C	Operating - Personnel was determined by summing all salaries, payroll taxes, fringe benefits, and consultants listed in the Operating category from subcontractor spending reports.
D	For all but the RRH subcontractors - contained in the Scattered Sites Transitional Housing (Families) section as service providers #51-65 - Indirect Costs was copied from the Indirect Administrative line item in subcontractor spending reports. For the RRH subcontractors, we calculated the Indirect Costs by subtracting 10% from the Total Spent, as TCP stated that the subcontractors retained a fixed rate of 10% for an administrative fee.
E	Non-Program Costs is the sum of Operating Total and Indirect Costs.
F	% Indirect Costs (Per Manual) is the percentage of indirect costs using the TCP Manual's definition - percentage of indirect costs based on the subtotal of other costs. Per TCP's Manual, it was not to exceed 10%. However, TCP reported that both United Planning Organization (2 contracts that exceeded that cap) and Catholic Charities (6 contracts that exceeded the cap) requested an increase in the percentage of indirect costs and that it was increased with DHS concurrence based on a review of actual costs.

Appendix IV

Performance Data and Spending Information: Subcontractors for The Community Partnership (TCP) Continuum of Care Sole Source Contract, FY 2014

The figures below have not been audited by ODCA.

#	Service Provider (NGO)	Service	# of Beds/ Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
Hypothermia Shelter (Single Adults)								
1	Catholic Charities	Services at church hypothermia shelters	6	596	9	$207,000	$258,785	($51,785)
2	New Covenent Baptist Church	Hypothermia Shelter	25	N/A	9	$10,350	$12,500	($2,150)
3	Sacred Heart Church	Hypothermia Shelter	50	N/A	9	$12,938	$10,000	$2,938
4	St. Luke's Church	Hypothermia Shelter	30	N/A	9	$10,350	$10,000	$350
5	The Community Partnership	Equipment, supplies and moving expenses for Hypothermia Season	N/A	82	9	$129,375	$146,109	($16,734)
Low-Barrier/Emergency Shelter (Single Adults)								
6	Catholic Charities	Nativity/Hermano Pedro	26	84	9	$335,829	$291,945	$43,884
Housing and Services for Homeless Youth								
7	Echelon Community Services	Services for Youth Families	26	30	4	$1,588,139	$1,551,969	$36,170
8	Latin American Youth Center	Teen Mothers' Program	7	13	5	$277,182	$249,222	$27,960
9	Sasha Bruce Youthworks	Independent Living Program for Youth	12	22	9	$135,954	$153,830	($17,876)
10	Sasha Bruce Youthworks	Services for Youth Families	10	11	4	$364,838	$292,425	$72,413
11	Sasha Bruce Youthworks	Crisis Beds	6	93	<1	$243,225	$155,498	$87,727
Transitional Housing (Single Adults)								
12	Access Housing	Southeast Veterans' Center	30	50	9	$279,450	$269,513	$9,937
13	Calvary Women's Shelter	Calvary Women's Shelter	35	82	9	$691,689	$678,829	$12,860
14	Community Council for the Homeless at Friendship Place (CCHFP)	The Haven	5	10	9	$41,242	$39,912	$1,330
15	Coalition for the Homeless	Park Rd	13	40	9	$240,383	$252,896	($12,513)
16	Coalition for the Homeless	Webster	12	35	9	$268,075	$273,544	($5,469)
17	Christ House	Medical Beds	6	205	9	$283,393	$280,198	$3,195

#	Service Provider (NGO)	Service	# of Beds/ Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
18	House of Ruth	New Beginnings	10	20	9	$81,895	$80,811	$1,084
19	Neighbor's Consejo	Transitional Program	6	10	9	$94,857	$39,402	$55,455
20	New Endeavors for Women	New Transitional	26	42	9	$499,362	$428,015	$71,347
21	N Street Village	VREC Program	15	14	4	$143,759	$128,828	$14,931
22	Casa Ruby	Wanda Alston House	8	17	6	$320,511	$328,250	($7,739)
Temporary Shelter (Families)								
23	The Community Partnership	Park Road Shelter - Rent **Note B**	45	N/A	10	$596,160	$256,271	$339,889
24	Coalition for the Homeless	Spring Road	28	29	10	$1,030,466	$1,031,523	($1,057)
25	Capitol Hill Group Ministry	Congregation Based Shelter	3	2	9	$223,296	$219,590	$3,706
26	Community of Hope	Girard Street	20	39	N/A	$754,142	$700,729	$53,413
27	National Center for Children and Families	Park Road Family Shelter	45	55	9	$1,181,027	$1,113,031	$67,996
28	The Community Partnership	Americans with Disabilities Act (ADA) Units	6	N/A	5	$170,775	$114,870	$55,905
29	The Community Partnership	425 Atlantic Street	4	N/A	3	$62,100	$48,708	$13,392
30	The Community Partnership	Community Based Units	6	N/A	3	$198,720	$77,878	$120,842
31	The Community Partnership	Park Road Family Shelter - Operating Services	45	N/A	9	$211,140	$113,593	$97,547
Transitional Housing (Families)								
32	Catholic Charities	Brandywine	14	14	9	$42,420	$37,117	$5,303
33	Catholic Charities	St. Martin/TEN Program	10	29	9	$63,042	$49,355	$13,687
34	Community of Hope	Hope Apartments	10	22	N/A	$576,212	$563,012	$13,200
35	House of Ruth	Reunified Families	13	27	9	$314,030	$310,323	$3,707
36	New Endeavors for Women	Family Reunification	15	26	7	$124,905	$104,575	$20,330
37	Way of the Word	New Day Transitional	10	21	7	$512,581	$474,053	$38,528
Supportive Services for Permanent Supportive Housing								
38	CCHFP	Veronica House	10	9	9	$41,595	$38,747	$2,848
39	Catholic Charities	Mt. Carmel	20	25	9	$86,610	$70,739	$15,871

#	Service Provider (NGO)	Service	# of Beds/ Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
40	Catholic Charities	Mulumba House	30	34	9	$136,100	$129,372	$6,728
41	Community Connections	Shelter Plus Care	20	68	9	$25,923	$25,631	$292
42	Capitol Hill Group Ministry	Shelter Plus Care	4	25	7	$193,249	$183,893	$9,356
43	Community of Hope	Home Now	12	17	8	$214,459	$164,278	$50,181
44	Community of Hope	Mississippi Avenue	19	19	3	$278,146	$255,933	$22,213
45	House of Ruth	Family Space	11	51	9	$102,465	$100,871	$1,594
46	House of Ruth	New Pathways	10	9	9	$111,354	$110,100	$1,254
47	New Endeavors for Women	Shelter Plus Care	11	9	9	$50,080	$37,994	$12,086
48	N Street Village	Shelter Plus Care	7	7	9	$50,080	$48,340	$1,740
49	Right Inc.	Shelter Plus Care	7	18	7	$131,975	$152,373	($20,398)
50	Transitional Housing Corporation	Homeward	25	52	3	$73,433	$51,546	$21,887
51	United Planning Organization	Shelter Plus Care	16	14	9	$105,462	$74,373	$31,089
Specialty Programs and Services								
52	Bright Beginnings	Daycare	Daycare	90	N/A	$206,800	$204,024	$2,776
53	Coalition for the Homeless	Employment Services	Employment Services	499	9	$360,675	$358,186	$2,489
54	DC Central Kitchen	Culinary Training Program	Food Service Training	48	7	$94,857	$93,788	$1,069
55	House of Ruth	Kidspace Daycare	Daycare	77	9	$586,868	$581,844	$5,024
56	Georgetown University HOYA clinic	HOYA clinic	Clinic	2,141	7	$64,475	$61,461	$3,014
57	Jobs Have Priority	Employment Services	Employment Services	416	9	$175,574	$152,155	$23,419
58	National Center for Children and Families	Freedom School	DCG after school program	264	2	$189,063	$190,364	($1,301)
59	The Community Partnership	Chronically Homeless Rent Supplement Initiative	Housing Assistance - CGI	N/A	9	$5,123	$4,728	$395
60	The Community Partnership	HMIS System Operations	Informations System Database	N/A	9	$77,625	$129,852	($52,227)
61	The Community Partnership	Mount Pleasant	Housing Assistance - Mt. Pleasant	N/A	7	$11,178	$14,620	($3,442)
62	The Community Partnership	Rental Assistance	Rental assistance	N/A	9	$124,200	$59,336	$64,864

#	Service Provider (NGO)	Service	# of Beds/ Units Contracted	# of Beds/ Units Actual	Length of Program (Years)	FY 2014 Budget Note A	Actual Cost	Difference Between Budget and Actual Cost
63	Unity Health Care	CCNV medical Clinic	Medical Clinic (CCNV)	506	7	$206,208	$197,756	$8,452
Total			**834**	**6,118**		**$16,024,389**	**$14,639,413**	**$1,384,976**

Notes	
A	Due to DHS funding, for each of these subcontractors, there were three contracts/extensions during FY 2014 for the following periods: 1) October 2013; 2) November 2013 - January 2014; 3) February - September 2014.
B	The Actual Cost does not reflect that a portion of the spending for this contract was paid for by FY 2013 over-payment funds (see Continuum of Care Sole Source Contract section of the report).

Appendix V

Supportive Services, Operating and Indirect Costs Data: Subcontractors for The Community Partnership (TCP) Continuum of Care Sole Source Contract, FY 2014

The figures below have not been audited by ODCA.

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs	% of Non-Program Costs to Actual Costs Note D	% Indirect Costs (Per Manual) Note E
Hypothermia Shelter (Single Adults)												
1	Catholic Charities	Services at church hypothermia shelters	$258,785	$189,099	$200,268	$0	77%	$21,201	$29,763	$28,754	23%	13%
2	New Covenent Baptist Church	Hypothermia Shelter	$12,500	$0	$0	$0	0%	$0	$12,500	$0	100%	0%
3	Sacred Heart Church	Hypothermia Shelter	$10,000	$0	$0	$0	0%	$0	$10,000	$0	100%	0%
4	St. Luke's Church	Hypothermia Shelter	$10,000	$0	$0	$0	0%	$0	$10,000	$0	100%	0%
5	The Community Partnership	Equipment, supplies and moving expenses for Hypothermia Season	$146,109	$146,109	$146,109	$0	100%	$0	$0	$0	0%	0%
Low-Barrier/Emergency Shelter (Single Adults)												
6	Catholic Charities	Nativity/ Hermano Pedro	$291,945	$120,808	$126,976	$0	43%	$79,735	$132,531	$32,438	57%	12%
Housing and Services for Homeless Youth												
7	Echelon Community Services	Services for Youth Families	$1,551,969	$491,509	$528,424	$458,050	64%	$192,430	$434,232	$131,263	36%	9%
8	Latin American Youth Center	Teen Mothers' Program	$249,222	$81,614	$86,313	$115,327	81%	$1,079	$24,944	$22,638	19%	10%
9	Sasha Bruce Youthworks	ILP for Youth	$153,830	$73,937	$76,141	$0	49%	$40,096	$63,705	$13,984	51%	10%
10	Sasha Bruce Youthworks	Services for Youth Families	$292,425	$42,908	$45,420	$89,760	46%	$102,254	$130,661	$26,584	54%	10%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs	% of Non-Program Costs to Actual Costs Note D	% Indirect Costs (Per Manual) Note E
11	Sasha Bruce Youthworks	Crisis Beds	$155,498	$68,214	$72,528	$0	47%	$30,198	$68,834	$14,136	53%	10%
Transitional Housing (Single Adults)												
12	Access Housing	Southeast Veterans' Center	$269,513	$119,986	$134,386	$0	50%	$44,718	$128,708	$6,419	50%	2%
13	Calvary Women's Shelter	Calvary Women's Shelter	$678,829	$367,045	$384,051	$0	57%	$138,583	$237,669	$57,109	43%	9%
14	Community Council for the Homeless at Friendship Place (CCHFP)	The Haven	$39,912	$30,404	$37,096	$0	93%	$0	$566	$2,250	7%	6%
15	Coalition for the Homeless	Park Rd	$252,896	$172,604	$175,501	$0	69%	$19,847	$54,404	$22,991	31%	10%
16	Coalition for the Homeless	Webster	$273,544	$158,473	$164,107	$0	60%	$34,735	$84,625	$24,812	40%	10%
17	Christ House	Medical Beds	$280,198	$280,198	$280,198	$0	100%	$0	$0	$0	0%	0%
18	House of Ruth	New Beginnings	$80,811	$42,657	$42,657	$0	53%	$34,550	$34,550	$3,604	47%	5%
19	Neighbor's Consejo	Transitional Program	$39,402	$26,280	$26,866	$0	68%	$12,341	$12,536	$0	32%	0%
20	New Endeavors for Women	New Transitional	$428,015	$185,321	$210,349	$37,090	58%	$137,249	$165,800	$14,776	42%	4%
21	N Street Village	VREC Program	$128,828	$106,623	$106,623	$0	83%	$10,506	$10,506	$11,699	17%	10%
22	Casa Ruby	Wanda Alston House	$328,250	$102,677	$120,968	$40,000	49%	$83,728	$139,783	$27,499	51%	9%
Temporary Shelter (Families)												
23	The Community Partnership	Park Road Shelter-Rent	$256,271	$0	$0	$0	0%	$0	$256,271	$0	100%	0%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs	% of Non-Program Costs to Actual Costs Note D	% Indirect Costs (Per Manual) Note E
24	Coalition for the Homeless	Spring Road	$1,031,523	$174,788	$181,515	$303,596	47%	$277,885	$452,637	$93,775	53%	10%
25	Capitol Hill Group Ministry	Congregation Based Shelter	$219,590	$99,850	$112,799	$3,600	53%	$70,624	$96,670	$6,521	47%	3%
26	Community of Hope	Girard Street	$700,729	$534,805	$557,673	$3,462	80%	$15,480	$76,045	$63,549	20%	10%
27	National Center for Children and Families	Park Road Family Shelter	$1,113,031	$715,981	$779,799	$0	70%	$158,528	$213,976	$119,256	30%	12%
28	The Community Partnership	ADA Units	$114,870	$0	$0	$114,870	100%	$0	$0	$0	0%	0%
29	The Community Partnership	425 Atlantic Street	$48,708	$0	$0	$48,708	100%	$0	$0	$0	0%	0%
30	The Community Partnership	Community Based Units	$77,878	$0	$0	$77,878	100%	$0	$0	$0	0%	0%
31	The Community Partnership	Park Road Family Shelter - Operating Services	$113,593	$0	$0	$0	0%	$0	$113,593	$0	100%	0%
Transitional Housing (Families)												
32	Catholic Charities	Brandywine	$37,117	$10,880	$11,137	$0	30%	$12,971	$21,379	$4,601	70%	14%
33	Catholic Charities	St. Martin/TEN Program	$49,355	$20,695	$21,714	$0	44%	$17,311	$22,157	$5,484	56%	13%
34	Community of Hope	Hope Apartments	$563,012	$359,875	$366,434	$0	65%	$14,232	$145,432	$51,146	35%	10%
35	House of Ruth	Reunified Families	$310,323	$128,580	$128,580	$0	41%	$118,836	$159,110	$22,633	59%	8%
36	New Endeavors for Women	Family Reunification	$104,575	$64,578	$65,018	$14,400	76%	$7,348	$17,923	$7,234	24%	7%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs	% of Non-Program Costs to Actual Costs Note D	% Indirect Costs (Per Manual) Note E
37	Way of the Word	New Day Transitional	$474,053	$177,426	$177,426	$60,000	50%	$148,035	$236,627	$0	50%	0%
Supportive Services for Permanent Supportive Housing												
38	CCHFP	Veronica House	$38,747	$24,769	$31,017	$0	80%	$0	$5,346	$2,384	20%	7%
39	Catholic Charities	Mt. Carmel	$70,739	$10,374	$14,934	$0	21%	$0	$47,945	$7,860	79%	13%
40	Catholic Charities	Mulumba House	$129,372	$15,143	$27,784	$0	21%	$60,431	$87,112	$14,476	79%	13%
41	Community Connections	Shelter Plus Care	$25,631	$0	$0	$0	0%	$25,631	$25,631	$0	100%	0%
42	Capitol Hill Group Ministry	Shelter Plus Care	$183,893	$135,611	$146,949	$0	80%	$22,119	$34,018	$2,926	20%	2%
43	Community of Hope	Home Now	$164,278	$122,252	$129,449	$0	79%	$8,585	$19,879	$14,950	21%	10%
44	Community of Hope	Mississippi Avenue	$255,933	$195,051	$201,209	$0	79%	$13,645	$31,457	$23,267	21%	10%
45	House of Ruth	Family Space	$100,871	$84,729	$86,518	$0	86%	$0	$5,495	$8,858	14%	10%
46	House of Ruth	New Pathways	$110,100	$52,560	$52,560	$0	48%	$51,060	$51,060	$6,480	52%	6%
47	New Endeavors for Women	Shelter Plus Care	$37,994	$30,656	$30,656	$0	81%	$4,039	$4,039	$3,299	19%	10%
48	N Street Village	Shelter Plus Care	$48,340	$37,909	$37,909	$0	78%	$6,277	$6,277	$4,154	22%	9%
49	Right Inc.	Shelter Plus Care	$152,373	$118,318	$123,010	$0	81%	$4,800	$15,923	$13,440	19%	10%
50	Transitional Housing Corporation	Homeward	$51,546	$49,078	$49,078	$0	95%	$0	$0	$2,468	5%	5%
51	United Planning Organization	Shelter Plus Care	$74,373	$56,666	$56,666	$0	76%	$0	$8,861	$8,846	24%	13%
Specialty Programs and Services												
52	Bright Beginnings	Daycare	$204,024	$193,514	$193,514	$6,135	98%	$0	$4,375	$0	2%	0%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs	% of Non-Program Costs to Actual Costs Note D	% Indirect Costs (Per Manual) Note E
53	Coalition for the Homeless	Employment Services	$358,186	$268,025	$325,624	$0	91%	$0	$0	$32,562	9%	10%
54	DC Central Kitchen	Culinary Training Program	$93,788	$81,134	$81,134	$0	87%	$5,873	$5,873	$6,781	13%	8%
55	House of Ruth	Kidspace Daycare	$581,844	$548,442	$548,442	$0	94%	$0	$0	$33,402	6%	6%
56	Georgetown University HOYA clinic	HOYA clinic	$61,461	$18,507	$43,297	$0	70%	$10,971	$18,164	$0	30%	0%
57	Jobs Have Priority	Employment Services	$152,155	$124,858	$142,005	$0	93%	$0	$0	$10,150	7%	7%
58	National Center for Children and Families	Freedom School	$190,364	$138,100	$169,727	$0	89%	$0	$2,068	$18,569	11%	11%
59	The Community Partnership	Chronically Homeless Rent Supplement Initiative	$4,728	$0	$0	$4,728	100%	$0	$0	$0	0%	0%
60	The Community Partnership	HMIS System Operations	$129,852	$0	$0	$0	0%	$0	$129,852	$0	100%	0%
61	The Community Partnership	Mount Pleasant	$14,620	$0	$0	$14,620	100%	$0	$0	$0	0%	0%
62	The Community Partnership	Rental Assistance	$59,336	$0	$8,938	$50,398	100%	$0	$0	$0	0%	0%

#	Service Provider (NGO)	Service	Actual Cost	Supportive Services - Personnel Note A	Supportive Services Total	Rent Subsidies	% of Program Costs to Actual Cost Note B	Operating - Personnel Note C	Operating Total	Indirect Costs	% of Non-Program Costs to Actual Costs Note D	% Indirect Costs (Per Manual) Note E
63	Unity Health Care	CCNV medical Clinic	$197,756	$176,048	$179,778	$0	91%	$0	$0	$17,978	9%	10%
Total			**$14,639,413**	**$7,575,667**	**$8,047,274**	**$1,442,622**	**65%**	**$2,037,929**	**$4,101,512**	**$1,048,005**	**35%**	**8%**

Notes	
A	Supportive Services - Personnel was determined by summing all salaries, payroll taxes, fringe benefits, and consultants listed in the Supportive Services category from subcontractor spending reports.
B	Program Costs is the sum of Supportive Services Total and Rent Subsidies.
C	Operating - Personnel was determined by summing all salaries, payroll taxes, fringe benefits, and consultants listed in the Operating category from subcontractor spending reports.
D	Non-Program Costs is the sum of Operating Total and Indirect Costs.
E	% Indirect Costs (Per Manual) calculated the percentage of indirect costs using the TCP Manual's definition - percentage of indirect costs based on the subtotal of other costs, not to exceed 10%. However, TCP reported that United Planning Organization (one contract), Catholic Charities (six contracts) and the National Center for Children and Families (two contracts) requested an increase in the percentage of indirect costs and that it was increased with DHS concurrence based on a review of actual costs.

Appendix VI

Permanent Supportive Housing Program - DHS Case Management Contracts, FY 2014

The figures below have not been audited by ODCA.

#	Service Provider (NGO)	Contract Amount	Actual Cost	Clients Served Contracted	Clients Served Actual	% of Direct Costs to Actual Cost Note A	% of Indirect Costs to Actual Cost Note B	% of Indirect Costs to Direct Costs	Estimated Price Per Client Note C	Estimated Direct Costs Note D	Estimated Indirect Costs Note E
1	Catholic Charities	$1,218,434	$1,135,453	70 individuals + 45 families	112	88%	12%	14%	$10,138	$999,199	$136,254
2	Community Connections	$1,290,954	$985,716	120 individuals + 45 families	163	84%	16%	19%	$6,047	$829,260	$156,456
3	Community of Hope	$1,164,724	$1,163,574	70 families	90	89%	11%	12%	$12,929	$1,038,549	$125,025
4	Friendship Place	$1,266,853	$1,068,151	160 individuals + 40 families	200	90%	10%	12%	$5,341	$956,416	$111,735
5	Life Stride	$664,037	$622,066	100 individuals	116	90%	10%	11%	$5,363	$560,420	$61,646
6	Metropolitan Educational Services	$1,699,244	$1,427,781	120 individuals + 70 families	200	93%	7%	7%	$7,139	$1,334,712	$93,069
7	Miriam's Kitchen **Note F**	$162,400	$15,237	70 individuals	48	100%	0%	0%	$317	$15,237	$0
8	Pathways to Housing	$977,780	$887,641	120 individuals	153	86%	14%	16%	$5,802	$765,208	$122,433
9	Transitional Housing Inc.	$858,676	$769,222	60 families	54	92%	8%	9%	$14,245	$704,067	$65,155
Total		**$9,303,102**	**$8,074,841**	**1,090**	**1,136**	**89%**	**11%**	**12%**	**$7,108**	**$7,203,068**	**$871,773**

Notes

A	We calculated this by determining what percentage of the total spending was made up of direct costs in the contractors' minimum cost proposals. Direct costs are also referred to as Program Costs.
B	Indirect costs are also referred to as Non-Program Costs.
C	This was determined by dividing the Actual Cost by Clients Served Actual. Clients Served Actual does not specify the number of individuals and families served, which have different fee levels. Thus, this calculation should be regarded as an estimate and used for informational purposes only.
D	This is an estimate based on applying the percentage of direct costs that we calculated using the contractors' minimum cost proposals to the Actual Cost.
E	This is an estimate based on applying the percentage of indirect costs that we calculated using the contractors' minimum cost proposals to the Actual Cost.
F	Miriam's Kitchen did not become a contractor until after May 2014. Its proposal stated that no indirect costs would be included, as the costs would be contributed by private funding.

Appendix VII

Emergency Rental Assistance Program - DHS Grants, FY 2014

The figures below have not been audited by ODCA.

#	Service Provider (NGO)	Grant Award	Actual Cost	# of Households who Received Assistance	Staff Salaries Note A	Program Costs Note B	% of Program Costs to Actual Cost	Administrative Fee	% of Non-Program Costs to Actual Cost Note C
1	The Community Partnership (TCP)	$2,113,387	$2,113,387	918	$0	$1,902,048	90%	$211,339	10%
2	The Salvation Army	$1,325,000	$1,325,000	466	$0	$1,192,500	90%	$132,500	10%
	The Salvation Army - Special ERAP initiative for individuals	$250,000	$249,336	66	$37,500	$186,902	75%	$24,934	25%
3	Catholic Charities	$1,825,000	$1,825,000	561	$0	$1,642,500	90%	$182,500	10%
	Catholic Charities - Special ERAP initiative for individuals **Note D**	$200,000	$149,249	33	$37,390	$86,859	58%	$25,000	31%
4	Housing Counseling Services	$2,068,000	$2,068,000	612	$0	$1,861,200	90%	$206,800	10%
Total		**$7,781,387**	**$7,729,972**	**2,656**	**$74,890**	**$6,872,010**	**89%**	**$783,072**	**11%**

Notes

A	Only the two grantees for the special ERAP initiative for individuals - the Salvation Army and Catholic Charities - were permitted to bill for staff salaries, which also included supplies and other operating costs.
B	Program Costs includes back rent, security deposits and first month rent paid by service providers directly to landlords.
C	Non-Program Costs includes Staff Salaries and Administrative Fee.
D	The original grant award was $250,000 and was decreased by $50,000. DHS approved Catholic Charities to bill an administrative fee at the original grant amount, as it stated that the reduction did not modify the official terms and conditions of the grant to Catholic Charities, which fulfilled its obligation and the purpose of this initiative. We disagree and believe DHS should have only approved $20,000 for the administrative fee, as the fee is tied to the amount of program costs.

Appendix VIII

Rapid Housing Program - CFSA Grants, FY 2014

The figures below have not been audited by ODCA.

#	Service Provider (NGO)	Grant Award	Actual Cost Note A	Clients Served Projected	Clients Served Actual Note B	Supportive Services Total (Budget) Note C	Rent Subsidies (Budget)	Program Costs (Budget) Note D	% of Program Costs to Actual Cost	Administrative Fee Note E	% of Administrative Fee to Actual Cost
1	So Others Might Eat (SOME)	$300,000	$300,000	5 families	1 family	$0	$300,000	$300,000	100%	N/A	N/A
2	The Community Partnership (TCP)	$1,397,000	$1,397,000	159 families	165 families	$0	$1,299,210	$1,299,210	93%	$97,790	7%
3	The Elizabeth Ministry	$434,448	$434,448	7 families	6 families	$216,048	$218,400	$434,448	100%	N/A	N/A
4	Hope and a Home	$122,000	$122,000	2 families	1 family	$0	$122,000	$122,000	100%	N/A	N/A
Total		**$2,253,448**	**$2,253,448**	**173 families**	**173 families (to date)**	**$216,048**	**$1,939,610**	**$2,155,658**	**96%**	**$97,790**	**4%**

Notes	
A	TCP received a grant to act as a fiduciary agent for services rendered in FY 2014. The three remaining grantees' total awards were expended in FY 2014, however the programs were to cover a 24–month period spanning FY 2014 and FY 2015.
B	At the time of this letter's publication, there were several families in the process of being placed in housing: SOME had four families in the intake process; Elizabeth Ministry anticipated one new referrral to the program; and Hope and a Home had one family completing the intake process. We did not include these families in the Clients Served Actual count, as this count reflects families who have transitioned into a housing unit.
C	Detailed spending information was not available to determine if spending was consistent with the budget projections. Additionally, the budgets were not sufficiently detailed to identify supportive services personnel, operating personnel and indirect costs.
D	Program Costs is the sum of Supportive Services Total (Budget) and Rent Subsidies (Budget).
E	Administrative Fee is also referred to as a Non-Program Cost.