



# **MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

**ECONOMIC ROUNDTABLE,**

**CALIFORNIA INSTITUTE FOR MENTAL HEALTH,**

**LOS ANGELES COUNTY  
CHIEF ADMINISTRATIVE OFFICE**

**and**

**LOS ANGELES COUNTY  
DEPARTMENT OF PUBLIC SOCIAL SERVICES**

**for**

**FAMILY-CENTERED WELFARE RESEARCH PROJECT**

**Prepared by:**

Department of Public Social Services  
Bureau of Special Operations  
12860 Crossroads Parkway South  
City of Industry, California 91746

**I. PURPOSE**

This Memorandum of Understanding (MOU) outlines the agreement entered into by Economic Roundtable (ER) and the California Institute for Mental Health (CIMH) with the Los Angeles County Department of Public Social Services (DPSS), Chief Administrative Office, Services Integration Branch-Research and Evaluation Services (CAO-SIB-RES), for the purpose of conducting a Family-Centered Welfare Research Project.

The objective of this project is to provide the Board of Supervisors and DPSS, with the benefit of the most complete, reliable and operationally relevant information regarding the administration of the social services program, specifically increasing economic self-sufficiency and improving the well being of parents and children in CalWORKs families (see Attachment A, Research Proposal, which is incorporated by reference herein). Attachment A outlines the scope of this research project.

This MOU sets forth the parameters for allowing ER, CIMH and CAO-SIB-RES, as part of the research, to obtain from DPSS administrative information and other administrative data for participants in the CalWORKs program, and for the safeguarding of the identities of such participants. This is a non-financial agreement.

**II. DEFINITION OF TERMS**

Chief Administrative Office, Services Integration Branch-Research and Evaluation Services (CAO-SIB-RES): Data source for the project.

California Institute of Mental Health (CIMH): Part of the research team assisting ER in this research project.

Department of Public Social Services: Supporting County Department.

Economic Roundtable: Lead research organization identified by the Board of Supervisors for this research project.

**III. TERMS OF AGREEMENT**

- A. This MOU is effective on date of signature of all parties and expires on January 31, 2008. This MOU is a non-financial agreement.
- B. All parties involved in this MOU may terminate this MOU without cause provided written notice is given at least 30 days in advance.
- C. This MOU may be amended by mutual written consent of all parties involved.

### III. CONFIDENTIALITY

- A. ER and CIMH, their employees, agents, and subcontractors, shall maintain the confidentiality of all records obtained from DPSS under this MOU in accordance with Welfare and Institutions Code (*W&I Code, Sections 10850 et seq. and 17006*) and all other applicable federal, State, or local laws, ordinances, regulations, and directives relating to confidentiality.
- B. ER and CIMH shall ensure that each employee, agent, subcontractor performing services covered by this MOU signs and adheres to the "Employee Acknowledgment and Confidentiality Agreement" in Attachment B. (Chapter 19-004.8, California Department of Social Services (CDSS) Manual)
- C. ER and CIMH shall comply with all of the requirements specified in this MOU, or as later amended, for obtaining the proper form of consent of individuals to be contacted regarding participation in the research.
- D. ER and CIMH shall maintain the confidentiality of all research participants while conducting the survey.
- E. ER and CIMH shall ensure that adequate provisions to keep DPSS administrative records confidential are included in contracts and agreements entered into with third parties and other agents outside DPSS, to carry out the research objectives/services outlined in this MOU.
- F. In accordance with State law, including but not limited to (*W&I Code, Sections 10850 et seq. and 17006*), all of the case records, computer records, and information pertaining to individuals receiving aid are confidential and no information related to any individual or case records is to be relayed to anyone except designated DPSS employees, without written authorization from DPSS, or as permitted by law.

### IV. CHARITABLE ACTIVITIES COMPLIANCE

The Supervision of Trustees and Fundraisers for Charitable Purposes Act regulates entities receiving or raising charitable contributions. The "Nonprofit Integrity Act of 2004" (SB 1262, Chapter 919) increased Charitable Purposes Act requirements. By requiring Contractors/Researchers to complete the certification in Attachment C, the County seeks to ensure that all County contractors/researchers who receive or raise charitable contributions comply with California law in order to protect the County and its taxpayers. A Contractor/Researcher that receives or raises charitable contributions without complying with its obligations under California law commits a material breach subjecting it to either MOU termination or debarment proceedings or both. (County Code Chapter 2.202)

## V. ER RESPONSIBILITIES

ER shall:

- A. Designate a contact person. The contact person is:
- Daniel Flaming, Ph.D.**  
President  
Economic Roundtable  
315 West Ninth Street, Suite 1209  
Los Angeles, CA 90015  
213-892-8104  
213-892-8105 (fax)  
[economicrt@earthlink.net](mailto:economicrt@earthlink.net)
- B. Use DPSS data for the sole purpose of this research project as indicated in this MOU.
- C. Not distribute DPSS administrative data obtained through this agreement to outside entities without written authorization from DPSS.
- D. Not contact or attempt to contact personally, orally or in writing, DPSS participants without written consent from DPSS.
1. For the purpose of recruiting participants for a telephone survey participation or in-person interview, ER will prepare and provide for mailing a form letter to potential participants describing the purpose of the research, benefit to participants, as well as examples of types of questions that may be asked especially those concerning personally sensitive information. The letter should also state that participation is completely voluntary, and their decision whether to participate will not affect their benefits in any way. This form letter must be pre-approved by DPSS.
  2. DPSS will provide ER with a suggested recruitment cover letter to accompany the letter described in D.1. However, ER will be responsible for the mailing of all materials to potential research participants and for providing stamped reply envelopes.
  3. In compliance with the terms of the October 23, 2003, Civil Rights Resolution Agreement with the Federal Office for Civil Rights, Department of Health and Human Services Region IX, as directed by DPSS, ER will ensure all correspondences sent to participants are in their designated primary language and that interpreters are provided for telephone surveys and in-person interviews.

ER shall develop and operate procedures for receiving and responding to civil rights complaints that include:



- 3.1 Providing and assisting participants with completing the PA 607 Complaint of Discriminatory Treatment in the participant's primary language.
  - 3.2 Maintaining a log of Civil Rights complaints.
  - 3.3 ER's contact person shall act as the Civil Rights Liaison (CRL) between the ER and DPSS.
  - 3.4 Forwarding all PA 607s to DPSS within (2) two business days.
  - 3.5 ER should not attempt to investigate Civil Rights complaints. Investigations are handled by DPSS' Civil Rights and Customer Relations Sections.
4. The postage-paid and pre-addressed postcards will be provided to participants with the introductory letters so that participants can indicate (a) their refusal to participate or (b) their current telephone number and best time to call. Participants who indicate their refusal will not be telephoned or visited by ER. All other participants who received the recruitment letter may be contacted under the conditions specified in the introductory letter. DPSS will monitor compliance with this provision by requesting from ER copies of postcards from recipients who refused participation in the study and copies of written consent of DPSS participants to be interviewed in person.
  5. Clear and obtain concurrence from DPSS on all research instruments and procedures prior to commencement of research activities.
- E. Take necessary security measures to ensure that only authorized members of the research team or employees who have signed an "Employee Acknowledgment and Confidentiality Agreement" gain access to confidential information obtained through administrative data. DPSS will monitor compliance with this provision by requesting identification of ER staff with access to data and confirmation that "Employee Acknowledgment and Confidentiality Agreement" forms signed by them are on file. ER will notify DPSS of new staff that join the research during the MOU period and submit to DPSS signed "Employee Acknowledgment and Confidentiality Agreement" forms for these staff.
  - F. Not publish, disclose, cause to be published or disclosed, or include in any of their products or reports the name, address, or any identifying information concerning the condition or circumstances of any client, or participant, from whom, or about whom, information is obtained.

- G. DPSS shall review and comment on all major draft reports that result from using administrative data. This DPSS administrative review will occur within a 45-working day period, prior to the final release or publication of any such reports.
- H. During the 45-working day review and comment period, DPSS will identify factual mistakes or misinformation and provide feedback. If mutual agreement is not reached, a disclaimer stating DPSS' disagreement must be included in the final published report.
- I. Provide DPSS with 20 color copies of each final report produced using administrative data.
- J. Manage all contracts between ER and third parties, if there are any, for services related to this MOU consistent with applicable County and State requirements. If any contracted providers are utilized to perform services specified in this MOU, ER shall:
  - 1. Coordinate and monitor all contracts on a quarterly basis to ensure that agreed requirements are met.
  - 2. Submit to DPSS a Quality Assurance Monitoring Plan (QAMP) within 60 days of execution of each contract. Revisions to the QAMP should be submitted as changes occur. All revisions shall be due to DPSS a minimum of ten (10) working days before they are implemented, unless DPSS approves an extension. The QAMP must include details on how ER will monitor their contractors related to these services and must address the administrative and service delivery monitoring aspects of each contract.
  - 3. Submit to DPSS monitoring results for each contract with third parties on a quarterly basis. DPSS reserves the right to conduct monitoring of ER's contractors with the assistance of ER to validate service delivery and compliance.
- K. Protect the confidentiality of all DPSS data collected and not disseminate any DPSS data to outside entities without the express written authorization from DPSS and as permitted by law.
- L. DPSS data must be stored in a secure manner. Compact discs, flash drives, and other portable media with DPSS data must be stored in a locked file cabinet when not in use. Access to computers with DPSS data must be restricted to persons who have signed the confidentiality agreement. Computers with DPSS data must be password protected. DPSS data with personal identifiers (name, social security number, etc.) must be stored by ER and CIMH on a computer with no connection to the internet.

- M. Cooperate with DPSS in meeting its monitoring responsibilities associated with this agreement.
- N. Either return or destroy/delete all DPSS data in ER's possession within six months following the release of the final report for this project (see Attachment D).
  - 1. Data printed on paper or saved to a plastic disc must be shredded.
  - 2. Electronic files must be deleted/destroyed from all storage media, i.e., CDs, hard drives, flash drives, and etc.

VI. CIMH shall:

- A. Designate a contact person. The contact person is:

**Daniel Chandler, Ph.D.**  
Research Director  
California Institute of Mental Health  
436 Old Wagon Road  
Trinidad, CA 95570  
Telephone and fax: (707) 677-0895  
[dwchandl@humboldt1.com](mailto:dwchandl@humboldt1.com)

- B. Analyze DPSS data for the sole purpose of this research project as indicated in this MOU.
- C. Not distribute DPSS administrative data obtained through this agreement to outside entities without written authorization from DPSS.
- D. Not contact or attempt to contact personally, orally or in writing, DPSS participants without written consent from DPSS.
  - 1. For the purpose of recruiting participants for a telephone survey participation or in-person interview, CIMH will prepare and provide for mailing a form letter to potential participants describing the purpose of the research, benefit to participants, as well as examples of types of questions that may be asked especially those concerning personally sensitive information. The letter should also state that participation is completely voluntary, and their decision whether to participate will not affect their benefits in any way. This form letter must be pre-approved by DPSS.
  - 2. DPSS will provide CIMH with a suggested recruitment cover letter to accompany the letter described in D.1. However, CIMH will be responsible for the mailing of all materials to potential study participants and for providing stamped reply envelopes.

3. In compliance with the terms of the October 23, 2003 Civil Rights Resolution Agreement with the Federal Office for Civil Rights, Department of Health and Human Services Region IX, as directed by DPSS, CIMH will ensure all correspondences sent to participants are in their designated primary language and that interpreters are provided for telephone surveys and in-person interviews.

CIMH shall develop and operate procedures for receiving and responding to civil rights complaints that include:

- 3.1 Providing and assisting participants with completing the PA 607 Complaint of Discriminatory Treatment in the participant's primary language.
  - 3.2 Maintaining a log of Civil Rights complaints.
  - 3.3 CIMH's contact person shall act as the Civil Rights Liaison (CRL) between the CIMH and DPSS.
  - 3.4 Forwarding all PA 607s to DPSS within (2) two business days.
  - 3.5 CIMH should not attempt to investigate Civil Rights complaints. Investigations are handled by DPSS' Civil Rights and Customer Relations Sections.
4. The postage-paid and pre-addressed postcards will be provided to participants with the introductory letters so that participants can indicate (a) their refusal to participate or (b) their current telephone number and best time to call. Participants who indicate their refusal will not be telephoned or visited by CIMH. All other participants who received the recruitment letter may be contacted under the conditions specified in the introductory letter. DPSS will monitor compliance with this provision by requesting from CIMH copies of postcards from recipients who refused participation in the study and copies of written consent of DPSS participants to be interviewed in person.
  5. Clear and obtain concurrence from DPSS on all study instruments and procedures prior to commencement of research activities.
- E. Take necessary security measures to ensure that only authorized members of the research team or employees who have signed an "Employee Acknowledgment and Confidentiality Agreement" gain access to confidential information obtained through administrative data. DPSS will monitor compliance with this provision by requesting identification of CIMH staff with access to data and confirmation that "Employee Acknowledgment and Confidentiality Agreement" forms signed by them are on file. CIMH will notify DPSS of new staff that join the study during



the MOU period and submit to DPSS signed "Employee Acknowledgement and Confidentiality Agreement" form for these staff.

- F. Not publish, disclose, cause to be published or disclosed, or include in any of their products or reports the name, address, or any identifying information concerning the condition or circumstances of any client, or participant, from whom, or about whom, information is obtained.
- G. DPSS shall review and comment on all major draft reports that result from using administrative data. This administrative review will occur within a 45-working day period, prior to the final release or publication of any such reports.
- H. During the 45-working day review and comment period, DPSS will identify factual mistakes or misinformation and provide feedback. If mutual agreement is not reached, a disclaimer stating DPSS' disagreement must be included in the final published report.
- I. Provide DPSS with 20 color copies of each final report produced using administrative data.
- J. Manage all contracts between CIMH and third parties, if there are any, for services related to this MOU consistent with applicable County and State requirements. If any contracted providers are utilized to perform services specified in this MOU, CIMH shall:
  - 1. Coordinate and monitor all contracts on a quarterly basis to ensure that agreed requirements are met.
  - 2. Submit to DPSS a Quality Assurance Monitoring Plan (QAMP) within 60 days of execution of each contract. Revisions to the QAMP should be submitted as changes occur. All revisions shall be due to DPSS, a minimum of ten (10) working days before they are implemented, unless DPSS approves an extension. The QAMP must include details on how CIMH will monitor their contractors related to these services and must address the administrative and service delivery monitoring aspects of contracts.
  - 3. Submit to DPSS monitoring results for each contract with third parties on a quarterly basis. DPSS reserves the right to conduct monitoring of CIMH's contractors with the assistance of CIMH to validate service delivery and compliance.
- K. Protect the confidentiality of all DPSS data collected and not disseminate any DPSS data to outside entities without the express written authorization from DPSS and as permitted by law.
- L. DPSS data must be stored in a secure manner. Compact discs, flash

drives, and other portable media with DPSS data must be stored in a locked file cabinet when not in use. Access to computers with DPSS data must be restricted persons who have signed the confidentiality agreement. Computers with DPSS data must be password protected. DPSS data with personal identifiers (name, social security number, etc.) must be stored by ER and CIMH on a computer with no connection to the internet.

- M. Cooperate with DPSS in meeting its monitoring responsibilities associated with this agreement.
- N. Either return or destroy/delete all DPSS data in CIMH's possession within six months following the release of the final report for this project (see Attachment D).
  - 1. Paper and plastic where applicable data must be shredded.
  - 2. Electronic files must be deleted/destroyed from all storage media, i.e., CDs, hard drives, flash drives, etc.

## VII. CAO RESPONSIBILITIES

CAO-SIB-RES shall:

- A. Designate a contact person. The contact person is:

**Manuel H. Moreno, Ph.D.**  
County of Los Angeles  
Chief Administrative Office  
Service Integration Branch  
Research and Evaluation Services  
222 South Hill Street, 5<sup>th</sup> Floor  
Los Angeles, CA 90012  
Telephone: (213) 974-5849  
E-mail: [mmoreno@cao.co.la.ca.us](mailto:mmoreno@cao.co.la.ca.us)

- B. For the sole purpose of this research project, provide ER and CIMH with DPSS LEADER data and GEARS data for the period of July 2001 through September 2005 and update monthly through the conclusion of the project.
- C. Not distribute DPSS data to outside entities without written authorization from DPSS.

## VIII. DPSS RESPONSIBILITIES

DPSS shall:

- A. Designate a contact person. The contact person is:

**Brenda J Williams**  
County of Los Angeles  
Department of Public Social Services  
12820 Crossroads Parkway South-West Annex  
City of Industry, CA 91746  
Telephone: (562) 908-5866  
E-mail: bjwilliams@ladpss.org

- B. Collaborate with ER, CIMH and CAO-SIB-RES, as needed, to facilitate the process necessary for ER to conduct the study.
- C. Monitor the provisions of this MOU on a quarterly basis as described in Section VIII. DPSS shall maintain a Quality Assurance Monitoring Plan (QAMP) and to monitor ER, CIMH and CAO-SIB-RES' overall compliance on no less than a quarterly basis. As needed, ER, CIMH and CAO-SIB-RES will assist DPSS in the monitoring process.
- D. Review all documents associated with this project, e.g., recruitment cover letter, form letter to potential study participants, etc., and ensure notices and correspondences sent to participants are in their designated primary language.
- E. Provide ER and CIMH with a suggested recruitment cover letter.
- F. Review and comment on all reports produced by ER and CIMH in this research effort. DPSS will have a 45-working day period to review and comment on any draft report prior to its release as a final report.
- G. The DPSS contact person shall review the MOU no less than annually to ensure that the MOU is still needed and that all terms and conditions are current.

## **IX. MONITORING**

- A. ER and CIMH shall identify staff that have access to DPSS data using the attached Quarterly Monitoring Report (Attachment E), the "Employee Acknowledgment and Confidentiality Agreement" forms signed by them on file. Copies of these Confidentiality Agreements shall be provided to DPSS-MRS. ER and CIMH shall notify DPSS-MRS of new staff that have access to DPSS data during the MOU period and submit signed acknowledgements and confidentiality agreements from these staff.
- B. ER and CIMH shall certify in writing to DPSS-MRS, using the attached Quarterly Monitoring Report (Attachment E), that DPSS data are used for the sole purpose indicated in this MOU.
- C. ER and CIMH shall use the attached Quarterly Monitoring Report (Attachment E) form which outlines information referenced above in paragraphs 4.0 and 5.0 of the MOU Monitoring Section. ER and CIMH

shall submit this report on the 3<sup>rd</sup> working day of January, April, July, and October of each year, through the duration of this MOU.

**X. INDEMNIFICATION**

A. Each party to this agreement shall indemnify, defend and hold harmless the other parties from and against any and all liability, including but not limited to demands, claims, actions, fees, costs, and expenses (including attorney and expert witness fees), arising from or connected with the indemnifying party's acts and/or omissions arising from and/or relating to this Agreement.

**XI. GENERAL INSURANCE REQUIREMENTS**

A. Without limiting the above indemnification and during the term of this Agreement, each party shall provide, maintain, and pay for its own programs of insurance as specified in this Agreement. Each party's insurance shall be primary to and not contributing with any other insurance or self-insurance programs maintained by the other parties.

1. **General Liability** insurance (written on ISO policy form CG 00 01 or its equivalent) with limits of not less than the following:

General Aggregate:	\$2 million
Products/Completed Operations Aggregate:	\$1 million
Personal and Advertising Injury:	\$1 million
Each Occurrence:	\$1 million

2. **Automobile Liability**: ER and CIMH shall provide evidence that all members of the research team or employees associated with this project maintain personal automobile liability coverage.

3. **Workers Compensation and Employers' Liability** insurance providing workers compensation benefits, as required by the Labor Code of the State of California or by any other state, and for which Contractor is responsible. In all cases, the above insurance also shall include Employers' Liability coverage with limits of not less than the following:

Each Accident:	\$1 million
Disease - policy limit:	\$1 million
Disease - each employee:	\$1 million

B. Each party agrees to notify the others upon learning of any accident, incident, claim or lawsuit relating to the work performed by any of the parties pursuant to this Agreement.



**XII. DISPUTES**

Any disputes between DPSS, CAO-SIB-RES, CIMH and ER regarding the performance of services reflected in this MOU shall be brought to the attention of the DPSS Director and the Chief Administrative Officer or his designee, and it shall be resolved by the DPSS Director or his designee, and the Director's or his designee's decision shall be final.

**XIII. AUTHORIZATION WARRANTY**

The parties represent and warrant that their signatories to the MOU are fully authorized to obligate the parties hereunder and that all corporate acts necessary to the execution of the MOU have been accomplished.

**IN WITNESS HEREOF**, the parties hereto have executed this MOU as of this 19 day of June, 2006.

**Chief Administrative Office**

**Department of Public Social Services**

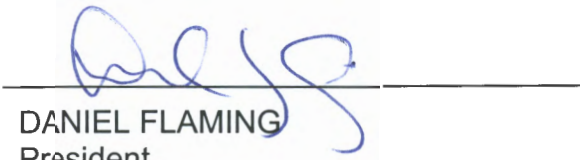


DAVID E. JANSSEN  
Chief Administrative Officer

BRYCE YOKOMIZO  
Director

**Economic Roundtable**

**California Institute for Mental Health**



DANIEL FLAMING  
President



SANDRA MAYLOR GOODWIN  
Executive Director

# FAMILY-CENTERED WELFARE RESEARCH PROJECT PROPOSAL

## 1. Name of Organizations that will conduct the Research Project:

The Economic Roundtable is the lead research organization identified by the Board of Supervisors for this project. The Roundtable will work in partnership with two other organizations, sharing and exchanging data with them to achieve the objectives for this project. Specifically, the California Institute of Mental Health will be part of the project team and carry out research related to clinical needs of and services for CalWORKs families. The Service Integration Branch of the Chief Administrative Office will compile, integrate, deidentify, and warehouse data from all county departments providing data for this project, as well as integrate and deidentify records provided by the Economic Roundtable containing CalWORKs and ES-202 data.

- A. Lead organization: Economic Roundtable
- B. Analysis of clinical data: California Institute for Mental Health
- C. Data compilation, integration, deidentification, and warehousing: Los Angeles County Chief Administrative Office, Service Integration Branch

## 2. Objective of the Research Project

The objective of the Family-Centered Welfare Research Project is to provide the Board of Supervisors, DPSS, other departments, and the public with the most complete, reliable and operationally relevant information possible about increasing economic self-sufficiency and improving the well being of parents and children in CalWORKs families. Specifically, the research project will address the following six questions put forward by the Board of Supervisors:

- A. *What groups of parents and children are better off after they leave welfare? How are children affected?*
- B. *Which programs have been most successful in moving families from welfare into sustaining employment? What job opportunities are available for parents?*
- C. *Have public costs in other areas such as the criminal justice system, health care, mental health services, protective services, or homeless services been impacted as parent and families leave the welfare rolls?*
- D. *What are the long-term trends in welfare caseload composition and needs? Who is left on the welfare rolls? Are there more recipients with special needs?*
- E. *What have been the impacts of the recent changes in higher education for CalWORKs participants?*
- F. *How can policies and programs move in the direction of identified success?*

## 3. Type of Research to be Conducted

The research team will use data from the Department of Public Social Services, other county departments, the California Employment Development Department, and a

survey of CalWORKs recipients to carry out a research program that will include investigating the following questions:

- A. Economic Sustainability for the Overall Population and Subgroups
  - a. What are the long-term outcomes from work?
  - b. What are the impacts of training and education on earnings?
    - i. What role should participants have in making choices about education and training?
    - ii. Are reduced constraints effective?
    - iii. What are the employment and earnings outcomes for participants in Self-Initiated Training Programs (SIPs)?
  - c. Why has enrollment in SIPs declined?
  - d. What factors cause parents not to take up educational opportunities?
    - i. Why is there a high drop out rate from remedial education?
    - ii. Are there deficiencies in these programs?
  - e. How can work and training be combined?
  - f. What are the impacts of the recent changes in CalWORKs regulations regarding participation in higher education programs?
  - g. What are the employment outcomes and potentials of people who find jobs on their own compared to those who find jobs during or after welfare-to-work?
  - h. What are the employment outcomes for individuals with criminal records?
  - i. What impact does welfare-to-work have on the regional economy?
  - j. What constraints on welfare-to-work result from conditions in the regional economy, particularly following the 2001 recession?
- B. Family Health and Well Being for the Overall Population and Subgroups
  - a. What are the impacts of welfare reform on children?
  - b. What are the trends in caseload composition?
    - i. What are the demographic and service need characteristics?
    - ii. Is the caseload becoming less employable?
    - iii. Are there more linguistically isolated clients?
    - iv. What are the long-term trends in service needs?
  - c. What are the characteristics and needs of child-only families?
    - i. How many and what types of parents in these families are potentially eligible for CalWORKs?
    - ii. What are the employment outcomes for these families?
  - d. What are the barriers to receiving and completing services?
    - i. For the overall population?
    - ii. For individuals with acute needs (e.g., homeless, mentally ill)?
  - e. What are the impacts of and barriers to receiving childcare?
    - i. Is center-based childcare more beneficial than other types of childcare?
  - f. What are the impacts of and barriers to receiving transportation assistance?
    - i. Are there specific populations with especially acute transportation needs?
  - g. What are the characteristics and needs of people who have used up an above-average share of their five-year life time limit for TANF benefits?
    - i. What services are needed?

- ii. What about people who have time-limited out of the system?
  - h. What happens when parents and their children leave CalWORKs?
    - i. How can they be reached if they have unmet needs?
  - i. What is happening with the population of parents who are non-cooperative with welfare to work, get sanctioned, and leave welfare?
    - i. Is this a vulnerable population?
  - j. What are the outcomes for the total population of sanctioned families?
    - i. What are their employment outcomes?
  - k. Why is the CalWORKs caseload shrinking?
  - l. What are the possible regional consequences of a declining CalWORKs caseload?
  - m. To what extent are other county departments involved in serving CalWORKs recipients before, during and after CalWORKs?
    - i. What types of clients most frequently receive services from multiple departments?
    - ii. What combinations of services do clients receive?
    - iii. What additional information about CalWORKs families can be learned from the records of other county departments?
    - iv. Are there opportunities to coordinate or integrate services provided by county human service and justice system agencies to CalWORKs families?
    - v. Are there increased service needs and/or costs for families that have left CalWORKs? If so, what are those needs and costs?
  - n. What are the characteristics and needs of homeless families?
    - i. How do the current services and policies of DPSS impact them?
    - ii. Do they combine, or alternate, DPSS aid with assistance from other county agencies?
  - o. What happens to precariously housed families, for example, families doubled up in housing?
    - i. Is there a high risk of homelessness?
    - ii. Are there greater health risks?
  - p. What are the needs and outcomes of youth who age out of CalWORKs?
    - i. Why does the number of 18-year old youth in the system drop significantly?
    - ii. What can be learned about the well being, high school completion, employment or post-welfare status, and service needs of these youth?
    - iii. Do older CalWORKs youth have: Significant levels of behavioral and emotional problems? Disconnection from school? Lack of engagement in school extracurricular activities? Identifiable limiting conditions? Health problems?
    - iv. Are there indicators that can be used to help identify youth who are likely to be dependent on welfare after they are 18 years of age?
    - v. What types of welfare-to-work services are needed to help such youth complete school and prepare for future employment/education?
- C. Program Design and Best Practices for the Overall Population and Subgroups
- a. What are the strengths and successes of the CalWORKs program?
  - b. What helps a welfare recipient become an economically self-sufficient,



- healthy individual?
- c. What services have proven effective for different types of recipients, including parents with mental health, substance abuse or domestic violence problems, or with criminal records?
- d. How can inter-organizational service linkages be strengthened to provide the full range of services needed by different groups?
- e. What best practices should be replicated within the CalWORKs program to build upon identified successes?
  - i. Which DPSS offices do particular things best?
  - ii. Which service providers are most effective?

#### 4. Justification and Sources for Research Information

This research program has been designed to address questions raised by stakeholders in county government and the community, and also to build on findings from other recent research. A review of recent research prepared by the California Institute for Mental Health and a description of sources of research information for this project are provided below.

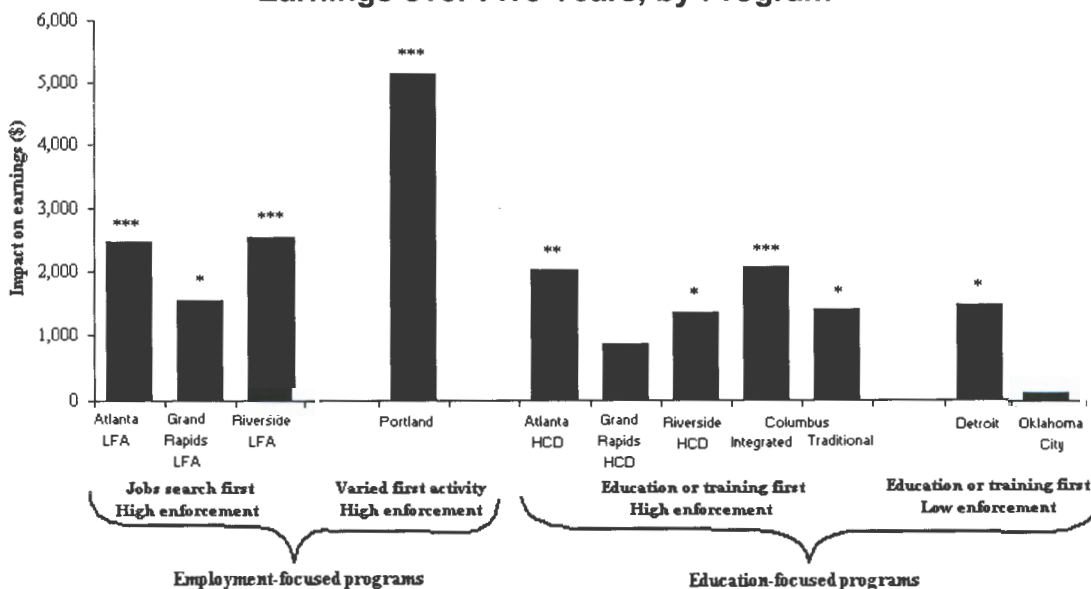
- A. Review of Recent Research on Income, Employment and Welfare Tenure
  - a. Income and poverty: Income from employment replaced income from welfare for many single mothers. (See Rebecca Blank, “What Did the 1990s Welfare Reform Accomplish?”) However, a recurrent finding is that welfare does poorly at helping families out of poverty or increasing total family income. Leavers studies show substantial minorities remained on welfare or had no job and no welfare or inconsistent work and most remain under poverty threshold. (MDRC found 54% of a 1995 cohort in LA still below poverty level in 2001).
  - b. Employment and welfare tenure: Overall, after welfare reform, many more persons found jobs and got off welfare. However, it is unclear how much of the reduction in welfare enrollment is attributable to a strong economy and how much is attributable to welfare policies. Perhaps a third to a half of the reduction is attributable to welfare policies. In California this is complicated by the child only cases (which were not considered by MDRC in their recent report). The percentage of the welfare population with long-term stable employment is relatively low (in LA MDRC puts it at 36%).
  - c. In 20 experimental programs, flexible programs that included training education and holding out for good jobs did far better than either strict work-first or education first programs. Portland’s program, with this design, far outperformed any other site including Riverside. “The [Portland] program was strongly employment-focused: staff communicated that the primary program goal was to help people move into jobs, and job search was the most common activity. However, in contrast to many employment-focused programs, participants were encouraged to look for and take “good” jobs — full-time, paying above the minimum wage, with benefits and potential for advancement. Also, Portland’s program utilized a more mixed services strategy than is typically implemented by strongly employment-focused programs. Staff assigned many people to short-term education, vocational

training, work experience, and life skills training to improve their employability.” (See US Department of Health and Human Services, Office of Planning and Evaluation report at:

<http://aspe.hhs.gov/search/hsp/NEWWWS/synthesis02/chapt4.htm#fig6>) Figure 6 from this report is reproduced below.

- d. Key findings from recent welfare reform research identified by Shawn Fremstad at the Center on Budget and Policy Priorities (available at <http://www.cbpp.org/1-30-04wel.htm>) are listed below.
  - i. Recent families that have left welfare are less likely to have jobs than prior TANF “leavers.” [Also a Prisoners of Hope finding for LA.]
  - ii. Poverty rates among families that leave TANF are very high and remain high over time.
  - iii. Families that lose TANF cash assistance because of sanctions or time limits are more likely to experience hardship than families that leave for other reasons (such as getting a job).
  - iv. Many families receiving TANF include members who are disabled or have other serious health problems that have a negative impact on their employment and earnings. [Also a Prisoners of Hope finding.]
  - v. Half of the very poor families with children who are eligible for TANF assistance do not receive it. The share of very poor families who do not receive TANF is increasing.
  - vi. The expansion of child care assistance programs in the last half of the 1990s increased employment and full-time work among former TANF recipients.
  - vii. Provisions in the 1996 welfare law that made many legal immigrants ineligible for various public benefits have led to increased hardship among immigrant families.

**Figure 6.  
Earnings over Five Years, by Program**



- B. Critical Issues for Which There is Little Available Research
- a. Those having timed out (BPA and UC Data have the big state contract but have not reported; LA “preliminary” report uses inadequate control group and low response survey for the atypical first 6 months).
  - b. Child-only cases (by reason, e.g., sanction, time limits; by caregiver: parents, others). The MDRC Los Angeles research excluded these cases. They did not get a separate focus in Prisoners or in our Outcomes study when we used ER data.
  - c. Homeless with CalWORKs history/links (ERT has done quite a bit of analysis, but it was focused on prevalence and distribution; not looking extensively at homeless assistance, service patterns, and UI income. Could possibly use shelter data to define cohorts of current and past CalWORKs recipients)
  - d. How later (2001-2004) entrants look (composition) and do compared to those receiving welfare in 1998. [Prisoners of Hope shows decreasing employment rates at an earlier stage.]
  - e. Relationships to other agencies, child welfare, child protection, criminal justice, college-junior college, WIA and related agencies, health care system, MH/SA/DV, marriage, moving to another county (MEDS), housing programs, shelters, Section 8, schools for kids. (Virtually no studies have done this using administrative data, although some simulate with client interviews. Widely varying results in the few studies looking at child welfare overlap.)
  - f. One parent vs. two-parent; and family formation and stability. (Analysis that includes all aided adults in a household is limited.)
  - g. Child well-being (early studies showed no negative effects of women going to work, but much has changed since then; further interview rounds in WES and the Three Cities study have not yet been published)
  - h. What were the consequences/changes during the economic downturn of 2001-2004? (The decoupling of economic growth and welfare policies permits a better estimate of the overall effects of welfare policies themselves)<sup>1</sup>
  - i. The substantial subgroup of those with no employment and no welfare. (Every study has found these persons, relatively little is known about their lives and their families.<sup>2</sup>) CIMH has data on this group. Results change considerably based on whether one includes the child only cases as “off” welfare or “on.”
- C. Barriers and Overcoming Barriers
- a. Child care: is a major barrier, but there is strong evidence that center-based care helps families. What are the outcomes in LA?
  - b. Transportation: there is a DPSS study indicating transportation is a significant problem for large numbers of persons, depending on where they live and the stage of participation;<sup>3</sup> CIMH studies indicate it is a significant problem for

<sup>1</sup> 31 states showed TANF increases in 2002: Administration for Children and Families (ACF). (2003). *Temporary Assistance for Needy Families (TANF): Fifth annual report to Congress*. Retrieved online, January 11, 2005 Washington, DC: U.S. Department of Health and Human Services (HHS)

<sup>2</sup> Nelson, Sandi, and Sheila R. Zedlewski. 2003. “Qualitative Interviews with Families Reporting No Work or Government Cash Assistance in the National Survey of America’s Families.” Assessing the New Federalism Discussion Paper no. 03-01. Urban Institute, Washington, D.C. Available at <http://www.urban.org/urlprint.cfm?ID=8331>

<sup>3</sup> “The analysis indicates that roughly thirty-six percent of the current GAIN population lives in areas with low transit accessibility, and with low accessibility to jobs. For these individuals, transportation requirements are considerably more difficult based solely on



- both general and homeless supportive service clients. Are there specific groups for which feasible transportation solutions can be identified?
- c. Education and training: See research findings from HHS reported above about alternative strategies to “Work-First.”
  - d. Low work skills, limited education and limited English ability: All studies show these to be important barriers (MDRC says especially for monolingual Latinas. LA has an unusually high level of monolingual parents with low levels of education). “Within the survey sample, Latinas who could not speak English had worked less steadily — and were in lower-quality jobs — than English-speaking Latinas or African Americans. In 2001, the weekly earnings of non-English speaking Latinas averaged \$229, about 25 percent lower than Latinas who could speak English. Women who lacked a high school diploma or GED in 1995 were also much less likely to be employed and earned lower wages in their current or most recent job than women who had these credentials. Wages and earnings did, however, improve between 1998 and 2001 for all ethnic, language, and education groups, but non-English-speaking Latinas had the weakest improvements in job quality.
  - e. MH/SA/DV: Los Angeles offers an important opportunity to study families with domestic violence problems because of the county policy exempting these parents, the high level of funding for services and the focus of programs on getting mothers into training/education.
  - f. Learning disabilities: CIMH studies have found high rates in other regions. What are the needs of this population in LA?

#### D. Vulnerable Families

- a. Access: how close to GAIN office and to MH, SA, and DV program are clients living? What is the relationship of proximity to MH/SA/DV service completion rates? What are the neighborhood effects of service needs?
- b. Longitudinal outcomes: to what extent are different providers able to produce positive long-term outcomes for MH/SA/DV clients?
- c. Persons with supportive service needs: what are the welfare tenure and earnings outcomes before and after receipt of supportive services?
  - i. How have these patterns have changed since 1998 when successive cohorts are studied? How are these patterns changing in terms of both outcomes and also population compositions, e.g., percent non-English speaking, percent SE Asian?
  - ii. What are the activity outcomes for these chronological cohorts and population groups in terms of completion, dropouts, no-shows?
- d. Impacts of time limits on individuals with supportive service needs: Do their employment/income outcomes differ from others timing out? If so, what interventions are needed as clients near their 60-month date?
- e. Program outcomes for individuals with supportive service needs: what proportion of those leaving welfare (not timed out), or leaving due to earlier time limits, or moving to child only, or being sanctioned are individuals with supportive service needs?

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where they live....The requirements of Job Club impose travel demands on participants that are difficult to meet even with adequate transportation. Three-fifths of those using transit and almost one-third of those using cars find travel for job search difficult. Strategic transportation assistance and innovative programs at this stage could possibly yield very positive results, and help participants move into employment.”



- f. Assessment of needs: How many parents with a positive MH/SA/DV screen never make it to a GAIN appraisal? What are their outcomes?
  - g. Subpopulations: What are the needs of, and effective service delivery strategies for, Asian and Pacific Islander populations with MH, SA and DV problems?
- E. Sources for Research Information
- a. Data from DPSS and EDD
    - i. Labor market outcomes for different groups
    - ii. First cut on best practices for different groups
  - b. Data from other county departments compiled and integrated by the
    - i. Service needs
    - ii. Service overlaps
    - iii. Opportunities for service integration
    - iv. Richer Information about client characteristics
  - c. Survey data
    - iii. Detailed information about outcomes, needs, experiences, and well being of specific groups

## **5. Funding Sources**

All of the Economic Roundtable's costs will be paid through grants from private foundations.

## **6. Benefits of the proposed research to Los Angeles County**

This project has been organized to provide the following benefits for Los Angeles County and the residents it serves:

- A. Provide reliable information that will support operational progress in strengthening welfare-to-work programs.
- B. Identify factors affecting the economic progress of families and children, and best practices for improving these outcomes.
- C. Identify factors affecting the well being of families and children, and best practices for improving these outcomes.
- D. Identify opportunities for coordinating and integrating county services for CalWORKs families.
- E. Build consensus among stakeholders about program policies for improving the economic self-sufficiency and well being of poor families.

## **7. Research project time frame, how long will the project take and what time period will the data collection cover**

The following time frame is proposed for this project:

- Month 0: Research proposal submitted to DPSS
- Month 1: Research proposal approved and MOU executed
- Month 1: CAO/SIB and Economic Roundtable begin surveying data available from other county departments and identify information needed for project.

- Month 1: CAO/SIB identify timeframes for CalWORKs enrollment of families that will be studied with multi-department data
- Month 2: LEADER data requested for project provided concurrently to Economic Roundtable and CAO/SIB
- Month 2: CAO/SIB provided downloads of GEARS and LEADER data that it has previously received to Economic Roundtable
- Month 2: Economic Roundtable forwards SSNs to EDD for wage data
- Month 2: CAO/SIB begins obtaining data sets from other county departments, and begins compiling and integrating records.
- Month 4: Economic Roundtable receives wage and establishment data from EDD
- Month 7: Economic Roundtable provides first report on economic sustainability to DPSS for 30-day review and comment
- Month 8: First report on economic sustainability is released, followed by roundtable event with stakeholders to discuss findings
- Month 8: CAO/SIB provides integrated, deidentified records for CalWORKs recipients to Economic Roundtable
- Month 12: Survey activities begin, investigating critical issues for high-need groups identified in first two reports.
- Month 13: Economic Roundtable provides second report on family health and well being to DPSS for 30-day review and comment
- Month 14: Second report on family health and well being is released, followed by roundtable event with stakeholders
- Month 18: Third report on best practices, incorporating findings from analysis of data sets as well as survey results, is provided to DPSS for 30-day review and comment
- Month 19: Third report on best practices and survey findings is released, followed by roundtable event with stakeholders

**8. Nature of the data or other information that is being requested from the Department and the role of Department staff**

The Economic Roundtable is requesting two bodies of DPSS data:

- A. All LEADER data for all members of CalWORKs cases from July 2001 through the most recent date held by CAO/SIB.
- B. All GEARS data for all members of CalWORKs cases from July 2001 through the most recent date held by CAO/SIB.

**9. Copies of proposed survey forms and questionnaires.**

The Roundtable proposes to conduct a survey of CalWORKs parents that will cover groups with acute needs and also groups that are poorly understood, including:

- A. Individuals with acute problems (e.g., homeless, MH, SA, DV)
- B. Individuals approaching time limits
- C. Families still in poverty that are disconnected from CalWORKs
- D. Parents who are noncompliant with welfare-to-work and are sanctioned out or drop out

The survey instrument will be developed, and the sample drawn, after the analysis of automated data is complete. This will make it possible to build on findings from these data sets and identify critical questions that can only be answered through a survey.

The proposed procedures for the survey are as followed:

- The Economic Roundtable will submit written procedures for obtaining informed consent from survey respondents to DPSS for approval.
- The Economic Roundtable will submit the survey instrument to DPSS for approval.
- The Economic Roundtable will submit written guidelines for drawing the survey sample and contacting prospective respondents to DPSS for approval.
- The Economic Roundtable will draw the sample and conduct the survey in conformance with these guidelines.

#### **10. Release of Reports and Review and Comment by the Department of Public Social Services**

The Department of Public Social Services will be provided with copies of all reports for its review prior to the release of those reports. The Economic Roundtable proposes a 30-day period for the review of each report. All written comments furnished by DPSS will be included in each report. DPSS will be invited to send representatives to participate as speakers at the roundtable event held following the release of each report.

## **EMPLOYEE ACKNOWLEDGEMENT AND CONFIDENTIALITY AGREEMENT**

### **PROJECT NAME:**

**Family-Centered Welfare Research Project**

### **RESEARCH AGENCIES:**

**Economic Roundtable and California Institute for Mental Health**

### **GENERAL INFORMATION**

ECONOMIC ROUNDTABLE (hereinafter "ER") and the California Institute for Mental Health (hereinafter "CIMH") has entered into an "MOU" with the County of Los Angeles Departments of Public Social Services (hereinafter "DPSS"), to conduct the above evaluation. As a condition of performing work under this MOU you must agree to comply with all policies, terms and conditions mentioned in this document (hereinafter "Acknowledgement").

#### **A. CONFIDENTIALITY**

You may be involved with work pertaining to County functions and services and, if so, you may have access to confidential data and information pertaining to persons and/or other entities that receive services from the County of Los Angeles. In addition, you may have access to confidential data and proprietary information and materials, which are owned and copyrighted by the County of Los Angeles or other vendors doing business with the County. The County of Los Angeles has a legal obligation to protect all such confidential data, information, and materials in its possession, especially data concerning health, criminal, and welfare recipient records and proprietary information and materials. If you are to be involved in this project, the County must ensure that you will protect the confidentiality of all data, information, and materials that are protected by law from unlawful disclosure and/or designated confidential in writing. Consequently, you must sign this Acknowledgement as a condition of your work with this project.

- *I hereby agree that I will not divulge, to any unauthorized person, confidential data that are protected by law and/or designated confidential in writing that have been obtained from the County while performing work pursuant to the MOU between DPSS, ER and CIMH.*
- *I agree to forward all requests for the release of confidential data received by me to my immediate supervisor;*
- *I agree that I will not use any confidential records or data that are protected by law and/or designated confidential in writing that have been obtained from the County while performing work pursuant to the MOU between the DPSS, ER and CIMH for any purpose other than the research purpose specified in the MOU;*



- *I agree to return all confidential materials to my immediate supervisor upon termination of my employment with ER or CIMH or completion of my work under the MOU, whichever occurs first;*
- *I agree to report any and all violations of the above by any other person and/or by myself to my immediate supervisor; and*
- *I understand that violation of this agreement may subject me to civil and/or criminal action and that the County of Los Angeles will seek all possible legal redress.*

The public assistance reporting policy states that if you are currently receiving public assistance or should apply for assistance from any program administered by the Los Angeles County Department of Public Social Services, you are responsible to report your employment to your eligibility worker or social worker.

## **B. CONFLICT OF INTEREST POLICY**

For the purposes of this agreement, a CONFLICT OF INTEREST may exist if you have a personal financial or material interest in the outcome of the research being performed, or if you have a personal motivation to obtain the contents of confidential records.

*During the time that I have access to public assistance records while acting on behalf of ER or CIMH, I agree to report to my immediate supervisor if I have (within the last thirty [30] days) applied for or am receiving public assistance. If I have access to my own, my relatives', or close friends' public assistance records, I will make this known to my immediate supervisor. I will also make known to my immediate supervisor any of my personal or business relationships that constitute a CONFLICT OF INTEREST.*

These are some of the programs that are administered by DPSS:

- California Work Opportunity and Responsibility to Kids (CalWORKs)
- Los Angeles County General Relief Program (GR)
- California Medi-Cal Program (Medi-Cal)
- Food Stamps Program (FS)
- Social Services to Adults, Children, and Families
- Supervision of Children Placed in Foster Care
- Cuban/Haitian Entrant Program (CHEP)
- Cash Assistance Program for Immigrants (CAPI)
- Refugee Cash Assistance (RCA)
- Refugee Resettlement Program (RRP)
- Special Circumstances (SC)

*If I am a recipient or applicant of any of the above mentioned public assistance services or programs, I voluntarily consent to the release of my status in such programs to my immediate supervisor and/or the County.*

*I understand that I shall have no access to my public assistance records or the records*

*of any relative or close friend without the explicit approval of my supervisor. I also understand that the County of Los Angeles may monitor employees to ensure that reporting responsibilities are being met. Access includes, but is not limited to, eligibility determination for public assistance, transmitting computer data, and physical possession of financial documents or fingerprint documents.*

It is your responsibility to be aware of possible CONFLICTS OF INTEREST and to immediately notify your immediate supervisor **in writing** of the facts so that a determination can be made of whether or not a CONFLICT OF INTEREST exists. Your report will be held in confidence.

**C. CERTIFICATION**

*I hereby certify that I have carefully read and I understand the terms of this Acknowledgement and agree to comply with all of the provisions contained herein.*

Name: \_\_\_\_\_  
(Employee Signature)

Name: \_\_\_\_\_  
(Employee Name)

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

Working Title: \_\_\_\_\_

Original: ER/CIMH  
Copy: DPSS – To be forwarded to DPSS Project Manager within ten (10) business days of start of employment/MOU.  
Copy: Employee

## Charitable Contributions Certification

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 Company Name
 

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 Address
 

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 Internal Revenue Service Employer Identification Number
 

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 California Registry of Charitable Trusts "CT" number (if applicable)
 

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The Nonprofit Integrity Act (SB 1262, Chapter 919) added requirements to California's Supervision of Trustees and Fundraisers for Charitable Purposes Act which regulates those receiving and raising charitable contributions.

### CERTIFICATION

**YES**
**NO**

Proposer or Contractor has examined its activities and determined that it does not now receive or raise charitable contributions regulated under California's Supervision of Trustees and Fundraisers for Charitable Purposes Act. If Proposer engages in activities subjecting it to those laws during the term of a County contract, it will timely comply with them and provide County a copy of its initial registration with the California State Attorney General's Registry of Charitable Trusts when filed.

( )

( )

### OR

Proposer of Contractor is registered with the California Registry of Charitable Trusts under CT number listed above and is in compliance with its registration and reporting requirements under California law. Attached is a copy of its most recent filing with the Registry of Charitable Trusts as required by Title 11 California Code of Regulations, Sections 300-301 and Government Code Sections 12585-12586.

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( )

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 Signature

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 Date

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 Name and Title (please print or type)

**DATA DELETION CHECKLIST**

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

Research Agency: \_\_\_\_\_

1. All paper documents containing DPSS data have been shredded.

 Date shredded: \_\_\_\_\_  Not applicable

2. Electronic files containing DPSS data have been deleted/destroyed from all storage media, i.e., CDs, hard drives, flash drives, etc.

 Date CDs destroyed: \_\_\_\_\_  Not applicable Date data on storage media deleted: \_\_\_\_\_  Not applicable\_\_\_\_\_  
Signature\_\_\_\_\_  
Date\_\_\_\_\_  
Title



**MEMORANDUM OF UNDERSTANDING  
QUARTERLY MONITORING REPORT\***

MOU Project Title: \_\_\_\_\_ Monitoring Period: \_\_\_\_\_

To determine compliance with MOU provisions please confirm the following:

1. All staff with access to DPSS data have been identified and "Employee Acknowledgement and Confidentiality Agreements" forms signed by them are on file. DPSS has been provided copies of all Confidentiality Agreements.

Yes  No

If No, copies of "Employee Acknowledgement and Confidentiality Agreements" forms signed by the following staff with access to DPSS data are attached, completing this requirement.

Yes List staff here and attach copies of forms to the report: \_\_\_\_\_

No If No, please explain: \_\_\_\_\_

2. The confidentiality of all DPSS data collected has been protected and no identifiable DPSS records have been disseminated to outside entities without the expressed written authorization from DPSS and as permitted by law.

Yes  No If No, please explain: \_\_\_\_\_

3. DPSS data has been used solely for the purpose specified in this MOU.

Yes  No If No, please explain: \_\_\_\_\_

4. An annual budget has been provided to and approved by DPSS. (This requirement applies only to MOUs/contracts that DPSS has a financial agreement with.)

Yes

No If No, please explain: \_\_\_\_\_

Not applicable (No financial agreement with DPSS)

5. All major draft reports have been sent to DPSS for comment.

Yes If Yes, date last draft sent to DPSS: \_\_\_\_\_

No If No, please explain: \_\_\_\_\_

Not applicable (MOU does not call for a report or no reports have been completed)

6. If the MOU has expired, all DPSS data with identifiable information has been destroyed or returned to DPSS.

Yes If Yes, data was:  Destroyed on (date): \_\_\_\_\_  Returned on (date): \_\_\_\_\_

No If No, please explain: \_\_\_\_\_

Not Applicable (MOU has not expired)

7. Copies of MOUs/contracts for all sub-contractors involved in this project have been submitted to DPSS. A Formal Monitoring Plan for each MOU/contract has been completed and submitted to DPSS. Additionally, a Quarterly Formal Monitoring report has been completed and sent to DPSS for each sub-contractor. (This requirement applies only to MOUs/contracts that DPSS has a financial agreement with.)

Yes

No If No, please explain: \_\_\_\_\_

Not Applicable (No financial agreement with DPSS or no sub-contractors were used)

Department/Agency: \_\_\_\_\_ Phone Number: \_\_\_\_\_

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

Project Liaison