FLEXIBLE HOUSING SUBSIDY POOLS ("FLEX POOLS") REQUEST FOR APPLICATIONS: INVESTMENT GRANTS

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SUMMARY

- The Department of Health Care Services (DHCS) is committed to supporting the formation and sustainability of Flexible Housing Subsidy Pools ("Flex Pools") as a way of streamlining the administration of housing subsidies and services in local communities, thereby improving health outcomes through housing stability.
- In August 2025, DHCS launched the Flex Pool Technical Assistance Academy ("the Academy") and Planning Grants. The Academy, which will run through Spring 2027, offers technical assistance (TA) to support the launch or expansion of local Flex Pools, as well as Planning Grants of $125,000 to twelve participating jurisdictions.
- This Request for Applications (RFA) scales DHCS's previous program and provides approximately $57 million, distributed as Behavioral Health Flex Pool Investment Grants (Investment Grants) to help launch or scale Flex Pools in local communities to serve people with behavioral health needs.
    - **Applications due:** December 17, 2026
    - **Awards announced:** February 2027
    - **Program period:** Spring 2027 – December 2028
- County behavioral health agencies are eligible to apply for this funding and will be organized into two simultaneous "cohorts" as follows:
    (1) **Operational Cohort:** Awardees will receive an Investment Grant of up to $6 million to scale activities and accelerate housing placements through their Flex Pool. This cohort is intended for communities with an established, operational Flex Pool with a third-party Operator, as well as sufficient scale and infrastructure to support high-volume housing efforts.
    (2) **Building Cohort:** Awardees will receive an Investment Grant of up to $500,000 to support planning and developing their Flex Pool model. This cohort is intended for communities that are planning or establishing new Flex Pools or operating smaller-scale, In-House model Flex Pools, including small and rural counties.
- **Tribal Funding Partners.** Tribes may join applications, in either cohort, as "Tribal Funding Partners." For each approved Tribal Funding Partner, DHCS will provide up to $500,000 to support Tribal members' participation.
- **All selected recipients in both cohorts, including Tribal Funding Partners, will be required to participate in "Flex Pool Academy 2.0,"** which will provide free, tailored TA with an emphasis on successfully operationalizing a Flex Pool and effectively using funding from the Behavioral Health Services Act (BHSA) Housing Interventions and Transitional Rent.
- DHCS will host two **informational webinars** for prospective applicants:
    - RFA Overview: November 12, 2026, 10 a.m. PT
    - Tribal Funding Partners Focus: November 17, 2026, 10 a.m. PT

CONTENTS

Summary 1
About Flex Pools and 2027 Investment Grant Funding Opportunity 3
About Flex Pools 3
2027 Investment Grant Funding Opportunity 4
Flex Pool Investment Grants Eligibility Criteria 6
Eligibility Criteria: Operational Cohort 7
Eligibility Criteria: Building Cohort 8
Tribal Funding Partners 9
Eligibility Criteria: Tribal Funding Partners 10
Eligibility Criteria: Applicants with Tribal Funding Partners 10
Award Conditions and Reporting Requirements for Tribal Funding Partners 11
Flex Pool Investment Grants Funding Information 11
Permitted Uses of Funds 11
Timing of Funding Opportunity and Reporting Requirements 14
Flex Pool Grants Selection Process 16
Application Submission Deadline and Support 17
Reasonable Accommodations 17
RFA Informational Webinar & Timeline 17
Flex Pool Grants Application Submission Instructions 18
Application General Instructions and Format Requirements 18
Operational Cohort Application Content Requirements (Attachment A) 18
Building Cohort Application Content Requirements (Attachment B) 25
Budget Template (Attachment C) 30

ABOUT FLEX POOLS AND 2027 INVESTMENT GRANT FUNDING OPPORTUNITY

About Flex Pools

Flex Pools have the potential to improve access to safe and stable housing for Californians, and to better integrate housing with health care. Already operating in some California counties, Flex Pools are a model for administering and coordinating multiple streams of funding for rental and housing subsidies and engaging landlords. They can provide a solution for the provision of timely rent payments under a Medi-Cal reimbursement payment environment; for seamless continuity of rental assistance while transitioning from one funding source to another; and for the coordination and sequencing of rental assistance with housing-related supportive services, including Community Supports under CalAIM (e.g., Housing Navigation Transition Services (HNTS), Housing Tenancy and Sustaining Services (HTSS)). Flex Pools have the power to create efficiencies by facilitating partnerships between key housing service entities and offering timely payments across a single, comprehensive network of landlords, opening faster access to housing for those experiencing homelessness than is possible through individual contracts.

The recent launches of Medi-Cal Transitional Rent (January 2026) and BHSA Housing Interventions (July 2026), two critical new DHCS funding streams for rental assistance, create unprecedented opportunity to assist individuals in achieving better outcomes through housing stability. With this opportunity comes the challenge of coordinating and aligning the work of county behavioral health agencies, Managed Care Plans (MCPs), Continuums of Care, Public Housing Authorities, Tribal entities, and other key partners in the homeless services and rehousing systems. Flex Pools are a promising way to meet this challenge.

The successful operation of a Flex Pool requires partnerships and coordination between and among multiple entities and organizations. While existing Flex Pools vary in terms of who fulfills each role, in general the key roles and partners in a Flex Pool include:

Role	Primary Function
Flex Pool Lead Entity	Provides overall governance, coordinates funding partners, and oversees Flex Pool strategy and performance.
Flex Pool Operator	Manages day-to-day operations, including landlord payments, housing unit management, and participant support.
Housing Supportive Services Providers	Deliver housing navigation, tenancy support, and other services that help participants obtain and maintain housing.
Funder(s)	Contribute financing for rental assistance, administration, and/or Flex Pool operations.

Flex Pools can be operationalized using a variety of different models to meet the specific needs and goals of a community. Some models for operationalizing a Flex Pool may include, but are not limited to:

- **"Integrated" Flex Pool** where a Lead Entity braids funding streams and subcontracts the landlord and participant-facing roles to a third-party Operator and Housing Supportive Service Providers.
- **"Housing-Only" Flex Pool** where a third-party Operator braids funds, and the Lead Entity and other funders contract directly with the Operator to secure and manage units.
- **In-House Model**, typically a good fit for small or rural communities, where all of the core functions of a Flex Pool are offered in-house by a Lead Entity (I.e. led by a county; no third-party Operator).

More information on common Flex Pool models in California can be found in the Flex Pool Models TA Resource. For general information on Flex Pools, please review the Request for Application (RFA) materials below, the Flex Pools TA Resource, and other resources on DHCS' Housing for Health webpage.

2027 Investment Grant Funding Opportunity

To advance the opportunity posed by new DHCS housing funds, DHCS has allocated up to **$57 million** to be distributed as Behavioral Health Flex Pool Investment Grant (Investment Grant) awards. Given that nearly all existing and planned Flex Pools in California are county-led, and because BHSA Housing Intervention dollars provide *counties* with long-term housing funding, this proposal centers counties as funding

recipients. It also creates a dedicated opportunity for Tribal entities[1] to invest in local Flex Pools as Tribal Funding Partners. Additionally, this investment will offer higher awards for Flex Pools that are already operational at a large scale and able to demonstrate readiness to braid Transitional Rent and BHSA Housing Interventions within the Flex Pool. Awards are contingent upon the funding being available to DHCS.

The funding distribution reflected in this opportunity aims to:

- Sustain important gains already made in the first Flex Pool Academy and Planning Grants while adding opportunities for new entrants.
- Incentivize counties to spend their BHSA Housing Intervention funding to house individuals in permanent, rather than interim, settings.
- Improve the ability of local jurisdictions to braid Transitional Rent and BHSA Housing Interventions, maximizing the impact of these critical new funding streams for vulnerable participants with behavioral health needs.
- Keep permitted uses of the funding flexible, so that Flex Pools can meaningfully and quickly address local needs.
- Provide seed funding to bring more funders to the table locally, in addition to counties and MCPs.
- Give Tribal entities a meaningful role in local Flex Pools as funders and partners.

Summary of Cohorts and Funding Domains

County behavioral health agencies may only apply for one of the two cohorts. More than one Tribal entity can join the same Investment Grant application if multiple Tribal entities are within the County. A Tribal entity can also partner with more than one county behavioral health applicant (i.e. if the Tribal entity's geography and/or community members cross multiple counties).

[1] For the purpose of this RFA, eligible applicants include (a) federally recognized Indian Tribes, tribal organizations, or Urban Indian organizations or (b) health care programs operated by Indian Tribes, Tribal organizations, or Urban Indian organizations, as defined in Section 1603 of Title 25 of the United States Code and further defined in Section 5304. Other eligible applicants can include organizations that do not meet the above definition of eligibility (such as Tribally Designated Housing Entities, nonprofit 501(c)(3) corporations, or for-profit businesses) that have written support from an eligible Tribal entity for a proposed Flex Pool benefitting a tribal community. Written support may be in the form of a Tribal or board resolution, memorandum, or other legally binding agreement.

If you are unsure whether your organization is eligible for this funding opportunity, please send a written explanation to the Flex (FlexPools@dhcs.ca.gov) Pool Help Desk of your understanding of how you may meet the eligibility criteria, so that assistance can be provided. Please note, preference for these funds will be given to federally recognized Tribes.

Cohort	Operational Cohort	Building Cohort	Tribal Funding Partner
Eligible Applicants	County behavioral health agencies	County behavioral health agencies	Tribes and Tribal Entities
Designed For	Communities with an established Flex Pool and a third-party Operator that is under contract or near-operational	Communities planning or establishing new Flex Pools or operating smaller-scale, in-house* model Flex Pools	Tribal entities that are interested in investing in their local Flex Pool to expand housing opportunities in their communities
Award Size Per Grantee	Up to $6 million	Up to $500,000	Up to $500,000
Permitted funding uses: Domain 1	☑	☑	☑
Permitted funding uses: Domain 2	☑	☑	☑
Estimated # of Awards	8-10	8-10	4-6

*An in-house model is typically a good fit for small or rural communities, and refers to a Flex Pool where all four core functions are offered in-house by a Lead Entity (i.e., led by a county; no third-party Operator)

FLEX POOL INVESTMENT GRANTS ELIGIBILITY CRITERIA

DHCS is seeking county behavioral health agencies that intend to play a meaningful role in their local Flex Pool.

- Applicants must be a current or intended funding partner of the Flex Pool but are not required to serve as the Lead Entity or the Operator if another agency is better positioned to do so.
- County behavioral health agencies may apply on behalf of and defer the award to another county agency or organization serving as the Lead Entity or Operator.
- Multiple counties may apply jointly if establishing a Flex Pool together.
- Tribal entities can join one or more county-led applications as Tribal Funding Partners.
- Counties participating in the existing Academy and new communities are both eligible to apply.

The Lead Entity must participate in Academy 2.0 regardless of whether it is the applicant.

County behavioral health agencies may apply for one of two cohorts based on the maturity and scale of their local Flex Pool efforts:

1. The **Operational Cohort**, for communities with an established, operational Flex Pool with a third-party Operator and sufficient scale and infrastructure to support high-volume housing efforts. Applicants with a near-operational Flex Pool with a third-party Operator may also apply if they meet all criteria below; Flex Pools with an Operator that is already under contract are preferred. Awardees will receive an Investment Grant of up to $6 million to scale activities and accelerate housing placements through their Flex Pool.
2. The **Building Cohort**, for communities that are planning or establishing new Flex Pools or operating smaller-scale, in-house model Flex Pools, including small and rural counties. The expectation is that Flex Pools funded through this cohort will be operational no later than December 2028, if they are not already. Awardees will receive an Investment Grant of up to $500,000 to support planning and developing their Flex Pool model.

Applicants should only apply for one cohort; however, applicants found ineligible for the operational cohort will automatically be considered for the building cohort. Tribal entities may join an application in either cohort as Tribal Funding Partners and can receive up to $500,000 each (see Tribal Funding Partners section below).

Eligibility Criteria: Operational Cohort

To participate in the Operational Cohort, a community must meet the following conditions:

1. The applicant must be a county behavioral health agency that is a funder of the Flex Pool. If another entity serves as the Flex Pool Lead Entity (for example, another county department or an MCP), the county behavioral health agency may submit the application on behalf of the local Flex Pool.
2. The Flex Pool must serve people with behavioral health needs as a population of focus (although the Flex Pool may also serve others).
3. The Flex Pool must demonstrate that the Lead Entity and/or Operator actively offer <u>all</u> four core Flex Pool functions, as defined in the Flex Pool Models TA Resource, namely:
    a. Coordinating and braiding funding streams, facilitating compliance and required reporting;
    b. Acting as a fiscal intermediary between funders and landlords on behalf of participants;
    c. Identifying, securing, and supporting a portfolio of housing units; and,
    d. Coordinating with providers of housing supportive services.

4. The third-party Flex Pool Operator must be under contract or there must be an active Request for Proposal (RFP) or sole source contract in progress. Flex Pools with contracted Operators are preferred.
5. Transitional Rent must be incorporated within the Flex Pool, via at least one MCP contract.
6. At least some BHSA Housing Interventions funding must be incorporated already, or in the process of becoming incorporated, into the Flex Pool.
7. There must be either:
    a. At least one other funding source for permanent housing braided within the Flex Pool, or
    b. A concrete plan to achieve this braiding within one year.
8. The Flex Pool must have referred or placed at least one participant in permanent housing as of the date of application for this Investment Grant opportunity. If the Operator is not yet live, the County must have placed at least one person in permanent housing using Transitional Rent or BHSA Housing Interventions.

In addition to meeting the above criteria, applicants to the Operational Cohort will be assessed on:

- The Flex Pool's emphasis on permanent over interim housing via data points such as housing investment mix and historical, current, and aspirational placement data
- The Flex Pool governance structure
- Level of investment in the Flex Pool Operator, such as a history of capacity building support, infrastructure development, advance structure, contract length, etc.
- Sustainable, robust infrastructure (i.e., staffing model, fiscal and technology support) within the Lead Entity to support the Flex Pool
- The Flex Pool's ability to support high-volume housing efforts
- Inclusion of any remaining Behavioral Health Bridge Housing (BHBH) funding in the Flex Pool (note: scoring will not penalize a community that had already spent BHBH funding prior to the availability of the BHBH Flex Pool option).

Eligibility Criteria: Building Cohort

To participate in the Building Cohort, a community must meet the following conditions:

1. The applicant must be a county behavioral health agency that is a current or intended funder of the Flex Pool. If another entity serves or will serve as the Flex Pool Lead Entity (for example, another county department or an MCP), the county

behavioral health agency may submit the application on behalf of the local Flex Pool.

2. The Flex Pool must serve people with behavioral health needs as a population of focus (although the Flex Pool may also serve others).
3. The Flex Pool must have at least two funding sources, and at least one of the funding sources must be Transitional Rent or BHSA Housing Interventions; both are strongly preferred.
4. Demonstrate a commitment to maximizing BHSA Housing Interventions and to pursuing Medi-Cal reimbursement for all eligible costs for individuals served by the Flex Pool.
5. Applicants who intend to procure a third-party Operator for at least some of the four core Flex Pool functions, must commit to selecting and onboarding an Operator within 12 months of receiving the Investment Grant.
6. Applicants from small counties pursuing an In-House model (as defined in the Flex Pools Models TA Resource), must demonstrate how the Flex Pool is currently conducting, or plans to conduct the four core Flex Pool functions in-house within 12 months of receiving the Investment Grant.

TRIBAL FUNDING PARTNERS

Tribal entities are key partners in local housing and behavioral health systems. DHCS is committed to supporting Tribal participation in communities with Flex Pools. Thus, for this funding opportunity, Tribal entities are invited to join county behavioral health agencies' applications as "Tribal Funding Partners." Tribal entities may join an Investment Grant application in either the Operational Cohort or the Building Cohort as Tribal Funding Partners.

More than one Tribal entity can join the same Investment Grant application if multiple Tribal entities are within the County. A Tribal entity can also partner with more than one county behavioral health applicant (i.e. if the Tribal entity's geography and/or community members cross multiple counties).

For a successful county behavioral health applicant with a Tribal Funding Partner, the county behavioral health agency is the "primary grantee." However, the county behavioral health agency and the Tribal entity are both accountable to DHCS and must contribute to the primary grantee's reporting requirements, as laid out below.

DHCS will continue to engage Tribal entities on future opportunities to support Tribally-led housing models.

Eligibility Criteria: Tribal Funding Partners

To participate as a Tribal Funding Partner, a Tribal entity must meet the following conditions:

1. Be a Tribal entity joining an existing Investment Grant application submitted by a county behavioral health agency, in either the Operational or Building Cohort, whose Flex Pool geography includes people served by the Tribal entity.
    a. Must be named as a Tribal Funding Partner in the Investment Grant application and complete the Tribal Funding Partner section (see Application Content Requirements).
    b. Demonstrate intent to work with the partner Flex Pool, consistent with Permitted Uses of Funds, to serve people with behavioral health needs whom the Tribal entity refers.
2. Demonstrate intent to partner with the Lead Entity and Operator to design and manage a Tribal referral pathway into the Flex Pool. People referred by the Tribal entity do not need to be Tribal members – that is up to the Tribal entity's discretion.
3. Demonstrate a commitment to take part in the Flex Pool's planning and governance in partnership with the Lead Entity and other Flex Pool funders.

Tribal Funding Partners do not independently need to meet the Operational or Building Cohort eligibility criteria; those criteria apply only to the behavioral health county applicant.

Eligibility Criteria: Applicants with Tribal Funding Partners

Applications that include a Tribal Funding Partner commit to giving the Tribal entity a meaningful role as a funder of the Flex Pool. At a minimum, the applicant and Lead Entity will demonstrate that they intend to meet the following conditions:

1. Include the Tribal Funding Partner in the Flex Pool's governance structure, with appropriate decision-making authority over how Tribal Funding Partner funds are used.
2. Develop a referral pathway in partnership with the Tribal Funding Partner and accept referrals in good faith.
3. Work with the Tribal Funding Partner on culturally responsive approaches to housing placement and supportive services for the people it refers.

4. Share information with the Tribal Funding Partner on how its funds are used and on outcomes for the people the Tribal entity refers, consistent with applicable privacy law and Tribal data sovereignty.
5. Sign a written partnership agreement (such as a Memorandum of Understanding) with the Tribal entity within six months of award, setting out these commitments in more detail.

Award Conditions and Reporting Requirements for Tribal Funding Partners

Each Tribal Funding Partner in a selected application may receive up to $500,000. This amount is in addition to the county behavioral health agency's award. DHCS will pay the Tribal Funding Partner award directly to the Tribal entity, unless the Tribal entity prefers to defer the award directly to the Flex Pool Lead Entity or Operator.

The county behavioral health applicant will be responsible for working with its Tribal Funding Partner(s) to contribute data for the quarterly progress reports. DHCS will work with Tribal Funding Partners and counties on reporting that respects Tribal data sovereignty. Tribal Funding Partner awards are also subject to the same conditions as other awards (see section below: Timing of Funding Opportunity and Reporting Requirements).

FLEX POOL INVESTMENT GRANTS FUNDING INFORMATION

Permitted Uses of Funds

There are two domains for permitted uses of the Investment Grant funds. Applicants to both cohorts and Tribal Funding Partners may apply for funding in either or both domains, according to their community's needs. DHCS will determine award amounts based on the overall strength of the application and the applicant's readiness to implement or scale their Flex Pool. As part of this assessment, DHCS will consider the applicant's ability to effectively deploy awarded funds and achieve proposed objectives within the grant period.

Domain 1: Capacity and Flex Pool Infrastructure

Domain 1 funds can be used for expenses associated with planning and establishing a new Flex Pool or expanding and strengthening an existing Flex Pool. Allowable uses of funds consist of:

- Costs for staff or consultants to hold meetings, draft materials, conduct background research and needs assessment(s), develop educational and outreach materials to assist with engaging stakeholders, and otherwise assist in the launch, maintenance, and expansion of the Flex Pool.
- Supplies and materials pertaining to the establishment, maintenance or operations of the Flex Pool.
- Community and provider engagement activities including in-person, virtual meetings, and collaboration forums.
- Travel or other costs to support the Flex Pool Lead Entity, Operators, and partners.
- Technology to support the launch or operations of a Flex Pool (e.g., client relationship management system, financial documentation or billing software, data analysis or visualization software, Homeless Management Information System (HMIS) modifications, data exchange planning and/or implementation support).
- Capacity-building for the third-party Flex Pool Operator, such as funding for working capital, staffing costs for HR, Finance, IT, and other administrative positions, training, leadership development, and/or strategic planning support.
- One-time startup funds to otherwise support Flex Pool launch or expansion, including initial staffing, infrastructure, or administration within the Lead Entity or other partners.

Domain 2: Start Up and Gap Funding

Domain 2 funds are intended for operational expenses of Flex Pools, including costs necessary to help eligible individuals secure and sustain housing and facilitate faster move-ins and support sustainable outcomes. The entirety of Domain 2 funding must be invested in and administered through the Flex Pool.

Domain 2 funds can be used flexibly, including for:

- Rental payments and move-in supports.
    - Communities are expected to maximize reimbursement of Transitional Rent, BHSA Housing Interventions, and other housing funding sources for rental subsidies and move-in costs. Flex Pool Investment grant funds may complement but not replace these sources. This may be done by using Investment Grant payments to be deployed first and later reimbursed by Transitional Rent/BHSA Housing Interventions, through an Advance structure, and/or deploying Flex Pool Investment Grant funding for ongoing rental subsidies after Transitional Rent/BHSA Housing Intervention sources have been exhausted.

- Unit acquisition costs including rental payments, holding fees and deposits made for vacant units at the onset of procuring units into a portfolio and/or during vacancy periods between placements of program participants.
- Operating costs for master leasing, master rental subsidy agreements, or similar models.
- Damage mitigation and landlord incentives.
- Advance and reserve funds for Flex Pool operations, including any staff costs.

Domain 2 funds are in addition to, not in lieu of, Transitional Rent, BHSA Housing Interventions, and any remaining BHBH funding. **To ensure that grant funds available through this opportunity are braided with other sources to serve as many individuals as possible, the Flex Pool is expected to maximize reimbursement through all viable pathways whenever individuals being served qualify for those pathways, including but not limited to Transitional Rent, BHSA Housing Interventions, and BHBH funds.** The grant awardees will be expected to report to DHCS how their Flex Pool is maximizing reimbursement opportunities, and Flex Pools must abide by all existing requirements for funding sources.

DHCS understands and supports that high-functioning Flex Pools will also include "pooled costs," which are not tied to a specific participant. Examples include unit holding costs and an advance to a third-party Operator. Investment Grant funds may be used for pooled costs to the benefit of all Flex Pool participants.

Domain 2 funding must focus on serving individuals with behavioral health needs through the Flex Pool, whether or not the Flex Pool also serves others. Any participant-specific costs, like rental subsidies and security deposits, must exclusively serve individuals with behavioral health needs.

Domain 2 dollars should enhance the Flex Pool's ability to develop and leverage a robust pool of funding streams. For example, Lead Entities and Operators should develop a methodology to distribute pooled costs among all funders in the Flex Pool. This gives the Flex Pool the ability to recoup funding and recycle funds back into the Flex Pool. Funding sources proportionally paying pooled costs is a best practice, and it is important to establish this approach early.

The following activities are not permissible uses for this funding:

- Interim settings
- Capital costs
- Purchasing land and/or buildings
- Debt retirement
- Operational deficits

- Partisan activities
- Religious organizations for explicit religious activities
- Activities that exclusively benefit the members of sectarian or religious organizations
- Indirect costs greater than 15% of total funding

Timing of Funding Opportunity and Reporting Requirements

Timing of Funding Opportunity

Awards will be made in two equal payments to each applicant, with the first payment provided at the start of the program in Spring 2027 and the second in the first quarter of 2028. TA participation, reporting, spenddown, and oversight of progress will be considered as a contingency for the second payment. The County must spend or encumber the funds into the Flex Pool by December 31, 2028. Once this has happened, the funds are considered expended, and there is no limit on the length of time within which counties must spend the funds. Counties should account for these funds and prioritize spending them on individuals with behavioral health needs.

Funding Request

As part of the application below, applicants must submit a funding request that comprehensively describes the needs of their Flex Pool, spanning funding requests across Domain 1 and Domain 2. Applicants must avoid requesting funds to cover costs provided for in other awards, including but not limited to Flex Pool Planning Grants, PATH CITED, or BHBH funds. However, Flex Pool Investment Grants may be used to enhance or expand activities already awarded under these programs.

Awardees may defer receipt of the grant to a separate agency. All awardees must meet all federal and state funding restrictions, reporting, and compliance requirements as determined by DHCS.

Reporting Requirements

For the duration of the program, awardees will be required to report on their Flex Pool. Grantees, or their designated Lead Entity, will be responsible for quarterly progress reports to DHCS, including a brief mix of narrative, workplan, budget, and updates on new housing placements, depending on the cohort. Awardees will submit a final progress report in December 2028. The progress report will include a narrative of actual expenditures to date and timeline for any remaining expenditures. Reporting requirements will include Tribal Partner participation, if applicable.

Continued receipt of funding is contingent upon the awardee's compliance with all reporting, data submission, and program requirements established by DHCS. Failure to

adhere to reporting requirements set forth by DHCS may delay or prevent awardees from receiving the second grant payment. DHCS reserves the right to withhold payments, reduce the award amount, or recoup previously disbursed funds if an awardee fails to meet reporting requirements, fails to make reasonable efforts to maximize available reimbursement opportunities (including through Transitional Rent and BHSA Housing Interventions funding), or otherwise fails to demonstrate satisfactory progress toward program goals in establishing or scaling their Flex Pool.

Flex Pool Academy 2.0 Activities

To access Investment Grant funding, all grantees must commit to and sustain participation in the Flex Pool Academy 2.0. The Academy 2.0 will offer flexible, tailored TA from a team of Flex Pool Subject Matter Experts (SMEs) who bring deep statewide expertise in housing, health care, and Flex Pools, with support from DHCS. Flex Pool SMEs have years of experience working to launch, scale, and partner with Flex Pools, as well as deep knowledge of California's housing and healthcare landscapes. The purpose of Academy 2.0 is to:

- Assist organizations to launch, expand, or strengthen a sustainable Flex Pool model in their locality;
- Help communities identify resources and partners to establish or further develop their Flex Pool; and
- Provide strategic guidance to navigate local challenges and develop tailored solutions.

TA participants will receive coaching, connection to informational resources, targeted facilitation support to engage local partners, program design expertise, and strategic advisement to develop, implement, scale, and strengthen their local model. TA activities will be offered flexibly based on the needs of the grantees, and will include a mix of:

- One-on-one coaching sessions with Lead Entities (monthly)
- All-Academy, One-Day In-Person Gatherings (no more than 2 total)
- Small Cohort Virtual or In-Person Gatherings
- DHCS Virtual Office Hours (no more than quarterly)
- Ad hoc support & resource sharing

County behavioral health departments and Operators will be expected to participate in selected activities; other Flex Pool partners (e.g Managed Care Plans, other funders) may also be invited. Tribal Funding Partners will be expected to participate in all activities of their Academy team, as appropriate. Academy 2.0 will also offer Tribal Funding Partners their own TA space, such as a Tribal peer learning cohort and one-on-one coaching, in addition to the activities they attend with county partners. This dedicated space is meant to help Tribal entities build Flex Pool knowledge, learn from other Tribal entities, and take part in local Flex Pool decisions on equal footing.

FLEX POOL GRANTS SELECTION PROCESS

DHCS will select grantees based on the criteria above and their responses to the RFA. Competitive applicants will meet all eligibility criteria described in this RFA. They will demonstrate organizational interest in and commitment to the Flex Pool model, with a particular emphasis on supporting communities to successfully place participants in permanent housing, meet all Flex Pool core functions, and operationalize BHSA Housing Interventions and Transitional Rent. All decisions are final.

Applications that include one or more Tribal Funding Partners, with a complete Tribal Funding Partner section and a signed Joint Partnership Statement, will receive 7.5% of the application's score as bonus points. Tribal Funding Partner awards are made only as part of selected Operational or Building Cohort applications.

APPLICATION SUBMISSION DEADLINE AND SUPPORT

The application for the Flex Pool Investment Grant must be submitted electronically to DHCS **no later than 5:00 p.m., PT, December 17**, at the email address shown below. Applications received after the specified date and time will not be accepted.

- Submission email: Flexpools@dhcs.ca.gov
- Subject: RFA Submission [Operational or Building Cohort] by [Name of Applicant Organization]
- Attachments:
    - Operational Cohort: Content required in Attachment A (application questions) and Attachment C (budget)
    - Building Cohort: Content required in Attachment B (application questions) and Attachment C (budget)

Reasonable Accommodations

For individuals with disabilities, DHCS will provide assistive services such as reading or writing assistance and conversion of the RFA in braille, large print, audiocassette, or computer disk. To request copies of written materials in an alternate format, please send an email to FlexPools@dhcs.ca.gov.

RFA Informational Webinar & Timeline

DHCS and Flex Pool Academy faculty will host two informational webinars for prospective applicants for this RFA. Please see more information and registration links on DHCS' Housing for Health webpage. Additional questions regarding the application process may be directed to FlexPools@dhcs.ca.gov.

Event	Date
Informational Webinar – RFA Overview	November 12, 2026, 10 a.m. PT
Informational Webinar – Tribal Funding Partners Focus	November 17, 2026, 10 a.m. PT
RFA Due Date	December 17, 2026, 5 p.m. PT
Awards announced	February, 2027

FLEX POOL GRANTS APPLICATION SUBMISSION INSTRUCTIONS

Application General Instructions and Format Requirements

The submitted application must include all required content, as detailed below. DHCS recommends that applicants use the template provided in Attachment A for the Operational Cohort and Attachment B for the Building Cohort to record all responses. DHCS will determine the responsiveness of an application by the quality of its content, not its volume, packaging, or displays. In preparing the application responses, do not simply restate or paraphrase information in this RFA. Respond in the applicant's own words to the narrative questions.

The narrative portion of the application shall be formatted as follows:

- Use one-inch margins at the top and bottom and on both sides.
- Use a font size of no less than 12 points.
- Sequentially paginate the pages in each section.
- Use the following naming convention: County Name_Cohort Name_Flex Pool_Application.docx. For example:
    - Alameda_Operational_Flex Pool_Application.docx
    - Alpine_Building_Flex Pool_Application.docx

Operational Cohort Application Content Requirements (Attachment A)

Before applying, applicants should review the eligibility criteria for the Operational Cohort as outlined in the Eligibility Section above and ensure that they meet all criteria.

Applications must conform to the word count limitations specified in this section and be assembled in the following order:

Organization & Team Information

The information in this section is required but not scored.

1. Lead Entity Name
2. Lead Entity Address
3. Lead Entity Website
4. If different: Applicant Entity Name, Applicant Address, Applicant Website
    a. *Note: Applicants may apply on behalf of a Flex Pool Lead Entity and defer*

the award to them.

5. Application Contacts: Primary & Alternate
    a. (Name, Title, Email, and Phone Number)
6. Lead Entity Key contacts
    a. Name, Title, Organization, Email, and Phone Number
7. Geographical area served by actual or intended Flex Pool
8. Does this application include one or more Tribal Funding Partners? (Yes/No)
    a. If yes, list each Tribal entity and complete the Tribal Funding Partner section for each Tribal entity.
9. Is this a joint application between two or more entities (e.g. multicounty application, partnership between two county agencies, etc.)? If so, list all entities and clarify the role of each one.
10. Before proceeding to the next section, confirm that the eligibility criteria for the Operational Cohort have been reviewed, and that the applicant meets all criteria.
    a. Attestation:

Narrative Questions

About the Lead Entity

1. Explain why the Lead Entity is well-positioned to be the Lead Entity for a Flex Pool. How did the Lead Entity decide to take on this expanded role, rather than acting solely as a funder? Please include these items in your response: (1) the Lead Entity's understanding of what the role involves (2) the infrastructure in place at the Lead Entity (e.g., staffing, fiscal systems, technology), and (3) formal commitments (e.g. budgeted positions, board or leadership action, strategic plan). *(responses should be no more than 300 words)* **10 points**
2. How do the Lead Entity and its partners deliver the four core functions of a Flex Pool, as outlined in the Flex Pools TA Resource? Which functions does the Lead Entity provide directly, and which are contracted out (i.e. to the third-party Flex Pool Operator)? Please include a description of your governance structure: which funders participate and how decisions are made, including how shared costs are split. For each core function, specify which entity is primarily responsible for execution, and which entity provides oversight and decision-making. For the braiding function, briefly describe how Transitional Rent and BHSA Housing Interventions payments are sequenced, reconciled, and reported. Applicants may

use narrative, diagrams, and/or charts to answer this question. *(responses should be no more than one page)* **10 points**

3. List the populations currently served through your Flex Pool, including individuals with behavioral health needs. Include and annotate any populations to which your Flex Pool will expand within the next 2 years. *(responses should be no more than 50 words)* **This question is not scored but is part of the eligibility criteria for funding.**
4. Describe the housing and service package that your Flex Pool delivers. Please include a description of how services are matched to people with behavioral health needs. Be explicit about how you measure and take action to ensure that your Flex Pool equitably allocates housing and services resources. *(responses should be no more than 300 words)* **20 points.**

   Comprehensive answers will address each of the following:

   a. What is the typical duration that a household receives rental assistance?
   b. How do you assess participant needs for longer or shorter rental support?
   c. If interim housing placements are supported within the Flex Pool, provide information on service duration.
   d. What types of supportive services are provided? Who provides supportive services? How long are supportive services provided?

5. The core purpose of a Flex Pool is to facilitate housing throughput at the system level. A well-functioning Flex Pool moves individuals and families experiencing homelessness swiftly and sustainably from unsheltered homelessness or interim or institutional settings to permanent placements. Describe two strengths in this area and two challenges that your Flex Pool is facing to create throughput. Include data where available. *(responses should be no more than 300 words)* **15 points**
6. What is the Flex Pool's current housing investment mix (i.e. what approximate percentage of spending is dedicated to interim housing, permanent housing, and/or other housing models)? What is your planned mix by December 2028, and what are the key steps to get there? For any interim housing, describe how it connects participants to permanent housing. *(responses should be no more than 150 words)* **10 points**
7. Provide information on the following placement data: *(there is no word limit for this response; add numerical responses and any additional notes into the table below)* **10 points**

Placement Data	Response
a. Number of all-time participants successfully placed in permanent housing through your Flex Pool (indicate time frame)	
b. Number of currently active participants in permanent housing through your Flex Pool	
c. Number of all-time participants placed in interim housing through your Flex Pool (indicate time frame)	
d. Number of currently active participants in interim housing through your Flex Pool	
e. What is the goal for the approximate number of new participants who will be placed in permanent housing from 1/1/2027 to 12/31/2028? How did you decide on this goal?	

About the Flex Pool Operator

1. Provide a brief overview of the contract and working relationship with your Flex Pool Operator. If your Flex Pool has an active RFP or sole source contract in progress, please provide the anticipated answers to the questions below as well as the anticipated Operator selection and contract start dates. *(responses should be no more than 300 words)* **20 points** Comprehensive answers address the following questions:
    a. What are the core elements of the Lead Entity's contract with the Flex Pool Operator, such as contract length, advance structure, and other features that make the contract durable for scaling?
    b. How do you support your Operator's capacity? Include details if you have provided past or current financial support for capacity building.
    c. Describe the different touchpoints with your Operator. For example, how often is the Lead Entity meeting with the Operator? What are the key areas of content for each touchpoint? Are there different types of meetings for different levels of staff?
2. Provide a brief statement of support from your Flex Pool Operator. Comprehensive statements will describe at least one challenge facing the Flex Pool as well as how the Lead Entity and Operator are collaborating to address the issue. Flex Pools who are not yet contracted with an operator (but have an active RFP or sole source contract in progress) will be scored at 0 points for this question. *(responses should be no more than one page)* **5 points**

Investment Grant Planning

1. What stands out to you as an opportunity to improve your Flex Pool? Describe at least one area of opportunity for improvement. Focus on areas within your control and describe how the Investment Grant will address them. *(responses should be no more than 200 words)* **15 points**
2. What are the near-term (Calendar Year 2027-2028) priorities for your Flex Pool, and how will this Investment Grant support these priorities? Include expected milestones with target dates. If any of the stated goals of this funding opportunity do not fit your local context, explain why. *(responses should be no more than 300 words)* **20 points**

Flex Pool Financial Strategy & Budget Narrative

1. Briefly describe how you intend to use the Investment Grant funding. *(responses should be no more than 100 words)* **5 points**
2. Describe the rationale for allocating Investment Grant funding as described in your response to the previous question (Question 1 above). How does this investment complement your overarching funding and scaling strategy for the Flex Pool? How did you develop the proposed budget for this Investment Grant, including engagement with stakeholders and your Operator? If your Operator contract is still pending, describe how you will involve the Operator in revising the budget once the contract starts. *(responses should be no more than 400 words)* **30 points**
3. Check all the boxes of current and planned (within the next 12 months) funding sources in your Flex Pool. For each funding source, note whether it is current or future. *(select check boxes that apply and circle for current or future)* **5 points**
    - Medi-Cal Transitional Rent (current / future- *note the expected date*)
    - Medi-Cal HNTS (current / future- *note the expected date*)
    - Medi-Cal HTSS (current / future- *note the expected date*)
    - Medi-Cal Housing Deposits (current / future- *note the expected date*)
    - BHSA HI (current / future- *note the expected date*)
    - BHBH (current / future- *note the expected date*)
    - Other (list below):
4. Briefly describe the process the Flex Pool has in place, or intends to have, to seek reimbursement from the funding sources checked above. *(responses should be no more than 100 words)* **5 points**

Budget for Grant Funds

Submit a high-level budget showing the intended uses of the grant funds. This budget is preliminary and may be adjusted prior to and during the grant, subject to DHCS approval. The intended uses are outlined in Domains 1 and 2 within the Permitted Use of Funds Section above. Applicants should use the budget template in Attachment C to develop their response. This section is worth **10 points**.

Tribal Funding Partner Section (if applicable)

Complete this section only if the application includes a Tribal Funding Partner. Complete one section for each participating Tribal entity. A completed section and a signed Joint Partnership Statement are required for the application to qualify for bonus points and consideration for Tribal Partner funding (see Selection Process).

Tribal Funding Partner Information

1. Tribal entity Name, Address, and Website
2. Primary and Alternate Contacts
    a. Name, Title, Email, and Phone Number
3. Name and title of the Tribal entity's authorized representative

Joint Partnership Statement

Submit a statement signed by authorized representatives of the Tribal entity, the applicant, and the Lead Entity (if different), (no more than one page). The statement must briefly describe:

- How the Tribal entity will take part in the Flex Pool's governance and in decisions about the use of Tribal Funding Partner funds;
- How the Tribal entity's expected referral pathway will connect to the Flex Pool, and the Lead Entity's commitment to accept referrals through it;
- How the Tribal entity will take part in Flex Pool Academy 2.0 alongside the Lead Entity; and
- The parties' commitment to sign a written partnership agreement within six months of award.

Narrative Questions

1. Describe the population the Tribal entity intends to refer to the Flex Pool, including people with behavioral health needs, and the housing needs you see in your community. *(responses should be no more than 150 words)*
2. How does the Tribal entity intend to use its Tribal Funding Partner award in the Flex Pool? *(responses should be no more than 150 words)*

3. Describe the Tribal entity's relationship with the applicant, the Lead Entity, and/or other Flex Pool partners, and how this partnership came together. *(responses should be no more than 150 words)*
4. Describe what a successful partnership would look like to the Tribal entity. What key milestones or activities would be completed by the end of 2028? *(responses should be no more than 100 words)*

Budget

Submit a budget showing intended uses of the up to $500,000 Tribal Funding Partner award by Domain, using the budget template in Attachment C.

Building Cohort Application Content Requirements (Attachment B)

Before applying, applicants should review the eligibility criteria for the Building Cohort as outlined in the Eligibility Section above and ensure that they meet all criteria.

Applications must conform to the word count limitations specified in this section and be assembled in the following order:

Organization & Team Information

The information in this section is required but not scored.

1. Lead Entity Name
2. Lead Entity Address
3. Lead Entity Website
4. If different: Applicant Entity Name, Applicant Address, Applicant Website
    a. *Note: Applicants may apply on behalf of a Flex Pool Lead Entity and defer the award to them.*
5. Application Contacts: Primary & Alternate
    a. (Name, Title, Email, and Phone Number)
6. Lead Entity Key contacts
    a. Name, Title, Organization, Email, and Phone Number
7. Geographical area served by actual or intended Flex Pool
8. Does this application include one or more Tribal Funding Partners? (Yes/No)
    a. If yes, list each Tribal entity and complete the Tribal Funding Partner section for each Tribal entity.
9. Is this a joint application between two or more entities (e.g. multicounty application, partnership between two county agencies, etc.)? If so, list all entities and clarify the role of each one.
10. Before proceeding to the next section, confirm that the eligibility criteria for the Building Cohort have been reviewed, and that the Lead Entity in this application meets all criteria.
    a. Attestation

Narrative Questions

About the Lead Entity

1. Describe the Lead Entity's current role in your local homeless services and housing system, and its history serving people experiencing or at risk of homelessness (including Medi-Cal members and people with behavioral health conditions) and administering rental subsidies. Why is the Lead Entity well-positioned to lead a Flex Pool? What do you understand this role will require, and what formal steps have you taken, or are taking, to commit to it? *(responses should be no more than 300 words)* **10 points**

About the Flex Pool

1. Flex Pool Status: answer part A or B. *(responses should be no more than 300 words)* **15 points**
    a. **If your community does not already have a Flex Pool**, describe your vision for the Flex Pool model, including why a Flex Pool is needed in your community and any strengths of your local landscape that will support the successful launch of a Flex Pool. Include how implementation of Transitional Rent, BHSA Housing Interventions, and any other funding sources could be supported by the Flex Pool. Include any relevant details on work already done to launch a Flex Pool, including at least one concrete step already taken.
    b. **If your community already has a Flex Pool or is on the precipice of launching a Flex Pool**, describe the status of implementation and the key problems to be solved through the Investment Grant opportunity. Include your thinking about how implementation of Transitional Rent, BHSA Housing Interventions, and/or any other funding sources could be supported by the Flex Pool.
2. List the current or potential partners that will participate in your Flex Pool, their expected role(s), and what level of engagement your organization has had with them to date about establishing or strengthening your Flex Pool. *(responses should be no more than 150 words)* **5 points**
3. What barriers must your organization and partners overcome to establish or strengthen your Flex Pool? Examples include procurement or contracting, Managed Care Plan contracts, data sharing, staffing, governance, and leadership support. For each barrier, describe how you plan to address it, including how the Investment Grant or Academy 2.0 technical assistance will help. Please address challenges related to moving participants into housing in Question 6, rather than this question. *(responses should be no more than 200 words)* **5 points**

4. Describe at least two core functions of a Flex Pool, as outlined in the Flex Pools TA Resource, that you, or the Lead Entity, plan to provide, noting which would be delivered directly versus contracted out to a Flex Pool operator (if known). *(responses should be no more than 200 words)* **5 points**
5. List the populations served or to be served through your Flex Pool, including individuals with behavioral health needs. Include and annotate any populations to which your Flex Pool will expand within the next two years. *(responses should be no more than 50 words)* **This question is not scored but is part of the eligibility criteria for funding.**
6. The core purpose of a Flex Pool is to facilitate housing throughput at the system level. A well-functioning Flex Pool moves individuals and families experiencing homelessness swiftly and sustainably from unsheltered homelessness, interim housing, or institutional settings to permanent placements. Once your Flex Pool is operating, what challenges do you anticipate in moving participants quickly and sustainably into permanent housing? Examples include unit availability, landlord participation, time from referral to move-in, and housing retention. How will your Flex Pool address them? Comprehensive answers include considerations for creating an equitable and effective throughput strategy specifically for individuals experiencing or at risk of homelessness who have behavioral health needs. (*responses should be no more than 300 words)* **5 points**
7. What is the Flex Pool's current and/or planned housing investment mix by December 2028 (i.e. what approximate percentage of spending is dedicated to interim housing, permanent housing, and/or other housing models)? Please describe the steps you will take to achieve that investment mix, and how interim housing investments connect participants to permanent housing. *(responses should be no more than 150 words)* **10 points**
8. Do you have, or plan to seek, a third-party operator? If yes, provide your reasoning. If no, explain how your organization is equipped to carry out an in-house model and why this model makes sense for your community. If you aren't yet sure, share what factors you will consider to make a decision. Comprehensive answers may include additional context on your Flex Pool model based on the Flex Pool Model TA Resource provided by DHCS. (*responses should be no more than 100 words)* **5 points**

Investment Grant Planning

1. Describe three outcomes you expect to achieve by December 2028, including when your Flex Pool will be operational. Make each outcome measurable. *(responses should be no more than 200 words)* **20 points**

2. What are the near-term (Calendar Year 2027-2028) priorities for your Flex Pool, and how will this Investment Grant support these priorities? Include milestones with target dates leading to an operational Flex Pool by December 2028. If any of the stated goals of this funding opportunity do not fit your local context, explain why. *(responses should be no more than 300 words)* **20 points**
3. What is the permanent housing placement goal for the period of this Investment Grant (Calendar Year 2027-2028)? *(responses should be no more than 50 words)* **5 points**

Flex Pool Financial Planning & Budget Narrative

1. Briefly describe how you intend to use the Investment Grant funding. *(responses should be no more than 100 words)* **5 points**
2. Describe the rationale for allocating Investment Grant funding as described in your response to the previous question (Question 1 above). How does the Investment Grant complement other funding sources and your overarching financial strategy to build and scale a sustainable Flex Pool model, including increasing the capacity of the Flex Pool Operator, planning and staffing for strong Flex Pool governance and an appropriately resourced housing acquisition model? *(responses should be no more than 300 words)* **30 points**
3. Check all the boxes of current and planned (within the next 12-24 months) funding sources in your Flex Pool. For each funding source, note whether it is current or future. *(select check boxes that apply and circle for current or future)* **5 points**
    - Medi-Cal Transitional Rent (current / future – *note the expected date*)
    - Medi-Cal HTNS (current / future – *note the expected date*)
    - Medi-Cal HTSS (current / future – *note the expected date*)
    - Medi-Cal Housing Deposits (current / future – *note the expected date*)
    - BHSA HI (current / future – *note the expected date*)
    - BHBH (current / future – *note the expected date*)
    - Other (list below):
4. Briefly describe the process the Flex Pool has in place, or intends to have, to seek reimbursement from the funding sources checked above. *(responses should be no more than 100 words)* **5 points**

Budget for Grant Funds

Submit a high-level budget showing the intended uses of the grant funds. This budget is preliminary and may be adjusted prior to and during the grant, subject to DHCS approval. The intended uses are outlined in Domains 1 and 2 within the Permitted Use

of Funds Section above. Applicants should use the budget template in Attachment C to develop their response.

Tribal Funding Partner Section (if applicable)

Complete this section only if the application includes a Tribal Funding Partner. Complete one section for each participating Tribal entity. A complete section and a signed Joint Partnership Statement are required to qualify for bonus points and consideration for Tribal Partner funding (see Selection Process).

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Joint Partnership Statement

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- How the Tribal entity will take part in Academy 2.0 alongside the Lead Entity; and
- The parties' commitment to sign a written partnership agreement within six months of award.

Narrative Questions

1. Describe the population the Tribal entity intends to refer to the Flex Pool, including people with behavioral health needs, and the housing needs you see in your community. *(responses should be no more than 150 words)*
2. How does the Tribal entity intend to use its Tribal Funding Partner award in the Flex Pool? *(responses should be no more than 150 words)*
3. Describe the Tribal entity's relationship with the applicant, the Lead Entity, and/or the MCP, and how this partnership came together. *(responses should be no more than 150 words)*
4. What would a successful partnership look like to the Tribal entity by the end of 2028? *(responses should be no more than 100 words)*

Budget

Submit a budget showing intended uses of the up to $500,000 Tribal Funding Partner award by Domain, using the budget template in Attachment C.

Budget Template (Attachment C)

Each applicant should use the table below to submit their budget showing intended uses of the award. Operational Cohort applicants should ensure that their budget total is no more than $6M, while Building Cohort and Tribal Funding Partner applicants should ensure that their budget totals are no more than $500,000.

Reference Table: Allowable Funding Uses

Category	Description of Allowable Costs
	DOMAIN 1: Capacity & Flex Pool Infrastructure
Staff and/or Consultant Costs	Costs for staff or consultants to hold meetings, draft materials, conduct background research and needs assessment(s), develop educational and outreach materials to assist with engaging stakeholders, and otherwise assist in the launch, maintenance, and expansion of the Flex Pool. Staff costs: Staff time dedicated to Flex Pools activities, either in-house at the grant recipient or with another organization. Please specify the organization where staff will work, high level description of roles and activities, and approximate FTE. Consultant costs: Costs of consultant services to provide support for Flex Pool planning and/or implementation. If known, please include consultant name(s) / organization(s), high level description of role and activities, and approximate number of hours.
Supplies and Materials	Cost of supplies and materials pertaining to the establishment, maintenance or operations of the Flex Pool.
Meeting Costs and/or Provider Engagement Costs	Costs for community and provider engagement activities including in-person, virtual meetings, and collaboration forums
Travel or other Costs to Support Stakeholder Participation	Travel or other costs to support the Flex Pool Lead Entity, Operators, and partners

Category	Description of Allowable Costs
Technology	Technology to support the launch or operations of a Flex Pool (e.g., client relationship management system, financial documentation or billing software, data analysis or visualization software, HMIS modifications, data exchange planning and/or implementation support). If known, please include names of systems and/or software to be used.
Capacity Building	Capacity-building for the third-party Flex Pool Operator, such as funding for working capital, staffing costs for HR, Finance, IT, and other administrative positions, training, leadership development, and/or strategic planning support.
One-Time Startup Funds	One-time startup funds to otherwise support Flex Pool launch or expansion, including initial staffing, infrastructure, or administration within the Lead Entity or other partners.
DOMAIN 2: Start Up and Gap Funding	
Rental Payments and Move-In Supports	Includes rental payments, deposits, and other associated move-in costs to support permanent housing placements for Flex Pool program participants. Communities are expected to maximize reimbursement of Transitional Rent, BHSA Housing Interventions, and other housing funding sources for rental subsidies and move-in costs. Flex Pool Investment grant funds may complement but not replace these sources. This may be done by using Investment Grant payments to be deployed first and later reimbursed by Transitional Rent/BHSA Housing Interventions, through an Advance structure, and/or deploying Flex Pool Investment Grant funding for ongoing rental subsidies after Transitional Rent/BHSA Housing Interventions sources have been exhausted.
Unit Acquisitions	Includes rental payments, holding fees and deposits made for vacant units at the onset of procuring units into a portfolio and/or during vacancy periods between program participant placements.
Operating Costs	Operating costs for master leasing, master rental subsidy agreements, or similar models.
Damage Mitigation and Landlord Incentives	Damage mitigation and landlord incentives.
Advance and Reserve Funds	Advance and reserve funds for general Flex Pool operations, including any staff costs. Includes funding to support cash flow of the Operator for Flex Pool expenditures during the natural invoice lag. The advance

Category	Description of Allowable Costs
	will be constantly recycled as the monthly invoice process with the Lead Entity and other funders plays out.
Indirect Costs (Maximum = 15% of grant)	Costs for overhead, administration, occupancy, or other expenses not directly related to Flex Pools planning and implementation.

Budget Template:

Category	**Brief Narrative** *(no more than 50-100 words per row)*	**Expected budget** *(dollar amount)*	**Expected Timeframe** *(can extend beyond 12/2028)*
DOMAIN 1: Capacity & Flex Pool Infrastructure			
Staff and/or Consultant Costs			
Supplies and Materials			
Meeting Costs and/or Provider Engagement Costs			
Travel or other Costs to Support Stakeholder Participation			
Technology			
Capacity Building			
One-Time Startup Funds			
DOMAIN 2: Start Up and Gap Funding			
Rental Payments and			

Category	**Brief Narrative** *(no more than 50-100 words per row)*	**Expected budget** *(dollar amount)*	**Expected Timeframe** *(can extend beyond 12/2028)*
Move-In Supports			
Unit Acquisitions			
Operating Costs			
Damage Mitigation and Landlord Incentives			
Advance and Reserve Funds			
Other			
Indirect Costs (Maximum = 15% of grant)			
TOTAL FUNDING REQUESTED			