

The NJ FamilyCare Housing Supports Services Budgeting Tool USER GUIDE

A tool to support and equip organizations with a framework for comprehending and planning their services costs in the New Jersey FamilyCare Housing Supports Program.

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Introduction

The purpose of the CSH Supportive Housing Services Staffing and Budget Tool is to support agencies, communities, project planners and system leaders to estimate comprehensive costs for supportive housing services. The tool uses a template that includes built-in guidance from the NJ FamilyCare Housing Supports Program. The tool allows each agency or community to input their average staffing costs, budget assumptions, and productivity expectations to determine revenue needed by agencies for a fiscally sustainable program. There are other models and aspects of supportive housing services, but these are the models with the evidence base and model details needed to create such a budget tool.

For agencies shifting from grants and contracts to Medicaid reimbursement entails adjusting to projecting revenue and ensuring staff meet productivity goals to ensure fiscal sustainability will be an ongoing and likely challenging process. This process has a startup phase and a sustainability phase. The tool helps your team project costs for each of those phases. For supportive housing agencies that are providing housing supports in the NJ FamilyCare Housing Supports Program, This tool gives you an understanding of the cost of doing business from your agency's unique perspective. There are no capacity limitations for leveraging or maximizing use of the tool; it is useful for all types and sizes of supportive housing programs, whether you're working with one project of 30 tenants or across a community serving thousands of tenants.

This guide was developed to support agencies to effectively use the tool and to help providers and funders evaluate capacity from a person-centered perspective. It is intended to shift the paradigm of services funding from one of scarcity to a proactive approach that prioritizes quality.

Things to keep in mind...

1. Start with a service plan and tenant needs.

When thinking about creating a service budget, it can be tempting to start with the funding you think is available and work backwards, rather than starting with the actual costs of providing high quality services. **The best starting place for creating a budget is to begin with prospective tenants and their needs, and the services you intend to provide.** At this stage it can be helpful to sketch out a service plan with a list of services you intend to deliver versus what can be delivered in the community through other existing providers. Remember, an important role for supportive housing providers is to ensure your tenants receive quality services in their homes and communities, so be sure to include that capacity in your projections.

2. No "official" formula for staffing and budget needs.

There is no "official" formula for staffing and budgeting for supportive housing services, only suggested best practices. Quality supportive housing uses a variety of service models, depending on participant needs and the housing model (i.e., scattered site versus project based). Salary, fringe, operational, and service costs vary widely among communities across the country. Population-specific services also change the staffing calculation, with higher acuity tenants likely requiring specialized services and staff to meet their unique needs. Supportive Housing is an evidence-based practice, and there is a strong evidence base for multiple staffing models for many of the populations you serve. CSH encourages users to explore the reference guides linked throughout the tool to

determine the staffing model best suited to meet your target populations, service plan, and community context. **Please Note: Not every user will need to fill in every cell of this tool as not all costs and revenue will apply to your agency. The tool was established to cover the variety of program types and designs.**

3. **Review each section of this guide as you begin to use the tool.**

This guide is intended to accompany the Services Budget Tool and will walk you through all the steps to get the most out of the tool. For additional questions, feel free to reach out to CSH at consulting@csh.org.

Budget Components

Services Personnel

The largest percentage of most service budgets are the costs to employ or contract with services staff. This includes salaries, benefits, and fringe costs and should include not only direct service staff but supervisory staff and necessary administrative staff to get the work done. The tool will allow you to enter in less than a full-time salary so that you can share an administrative staff person or director across multiple programs if needed. More detail will follow later in the guide. For now, know that much of your budget will be salaries and benefits, and the staffing model you select will affect your program costs.

Other Services-Related Expenses

Often referred to as “OTPS” (Other Than Personnel Services), additional expenses that are common to most service budgets include consultant services, transportation for staff and clients, staff professional development and training, office supplies, technology support, and materials needed for service provision. The tool incorporates additional costs specific to starting a new program, as well as costs associated with becoming a Medicaid provider.

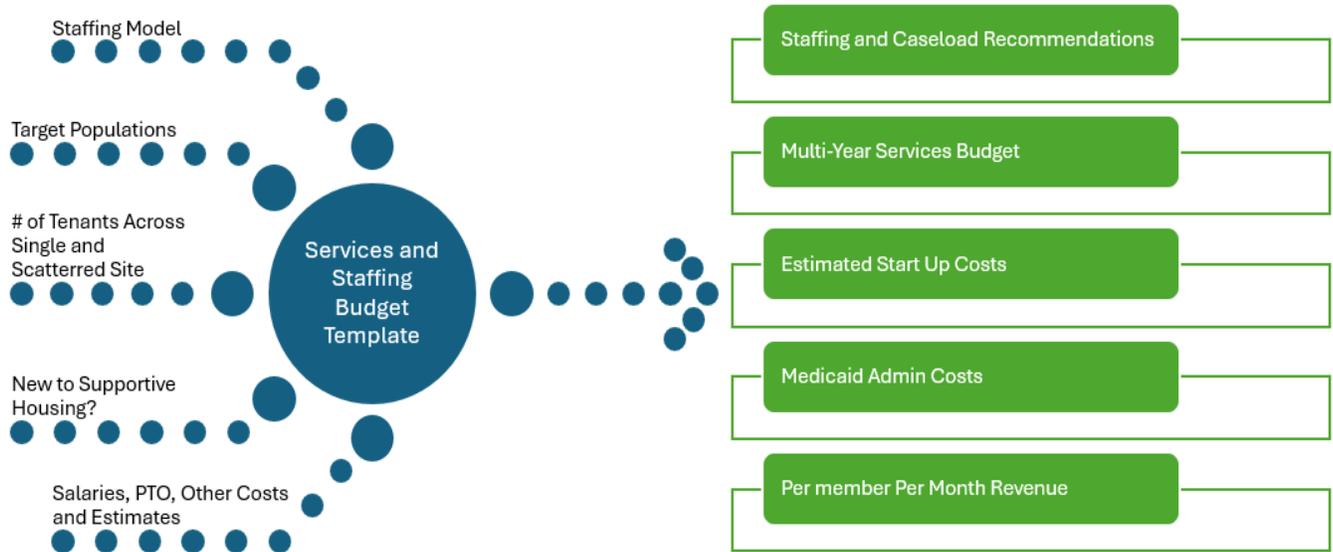
How the tool works

The tool has been adapted from the CSH Services Budgeting Tool and customized for the NJ FamilyCare Housing Supports program. This tab allows the user to specify the target population(s) and number of households to be served, whether tenants are new to supportive housing, and the housing model in which the program operates (scattered site in which units are housed in two or more buildings, project based in which units are all housed in one building, or both).

After entering these variables, the tool will calculate the number of staff recommended for your selected staffing model and offer suggestions for the number of supervisors and administrators needed to support the program. After you enter each staff member’s respective salaries into the budget tool, it will automatically generate the costs and units of service (UOS) associated with the per member per month reimbursement models. The tool will incorporate the two rates established in the Housing Supports Program for both “High Need” and “Low Need”. The tool will show you expected revenue depending upon the rates, allowing your agency to consider what rates and capacity are needed for your program to be fiscally sustainable.

Additional inputs the user can enter include operating services (other services-related expenses) and other sources of funding and revenue. The tool will then calculate your overall “Surplus/Deficit” gain: your revenue minus your costs.

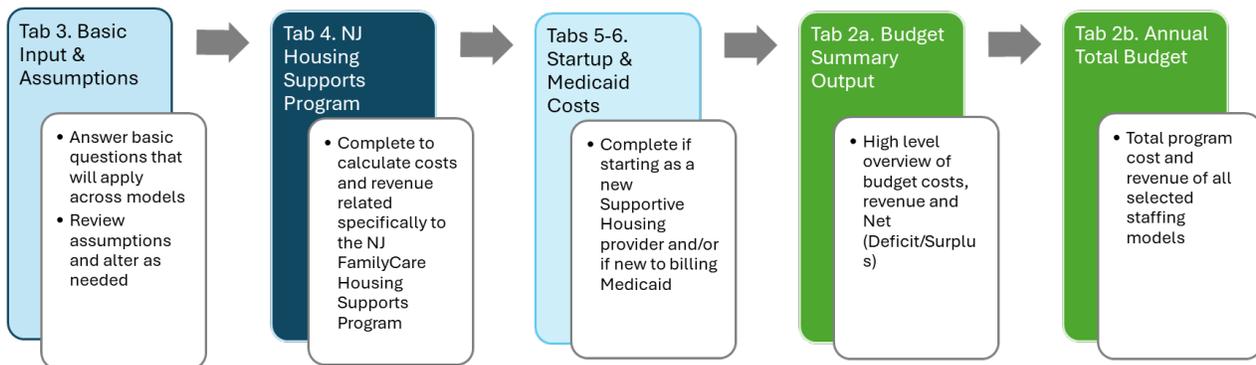
Figure 1: Inputs and Outputs in the Services Budget Tool



Step-by-Step Guide

Below is a step-by-step overview of how to use the tool. It outlines what order the user should follow to maximize use of the tool.

Figure 2: Order for Completing the Tool



- ✓ **Blue cells:** Inputs that impact formulas and outputs; **to be changed to desired values.**
- ✓ **Green cells:** Outputs linked from other cells' Input; **do not change these cells.**
- ✓ **Peach cells:** Budget items that are calculated based on suggested best practices; **can be changed as desired (optional).**

Tab 2a. Budget Summary Output

Do not spend time reviewing this tab until you have completed Tabs 3-6. This tab compares the overall costs and revenues of each service model you select in **Tab 3. Basic Input & Assumptions**.

Figure 3: Tab 2.a Budget Summary Output



Budget Summary Output

The Budget Summary Output tab is intended to serve as the landing page of cost summaries by staffing model. The information in the green cells below are calculated from data entered into tabs 3-6 that then generate the totals in Column D.

Summary of Costs Based on Inputs	Tenancy Support Services
Number of FTE Employees	6.00
Annual Program Budget (Year 1 minus one-time startup costs)	\$520,609.60
Start Up Costs	\$13,342.00
Total Number of Tenants/Clients	45
Total Units of Service	12
Cost Per Unit	\$43,384.13
Per Tenant Per Month Cost	\$964.09
Per Tenant Per Year Cost	\$11,569.10

Summary of Revenue Based on Inputs	Tenancy Support Services
In-Kind / Community Partner Service	\$0.00
Program Service Fees	\$0.00
Grants	\$0.00
Private Insurance	\$0.00
Medicaid Reimbursement	\$288,000.00
Other Revenue	\$0.00
Total	\$288,000.00
Surplus/(Deficit)	(\$232,610)

Tab 2b. Annual Total Budget Summary

Do not spend time reviewing this tab until you have completed Tabs 3-6. This tab shows your total program cost and revenue and is based on the inputs from **Tab 3** and **Tabs 4-6**. It sums the total cost of the housing supports program, as well as any General Startup and Medicaid Admin Costs you included if you selected Yes to them in Tab 3. Anything you did NOT select (i.e., selected “No” on Tab 3) is not included in the total budget.

Figure 3: Tab 2b. Annual Total Budget Summary



Annual Total Budget Summary

The Annual Total Budget Summary shows your total program cost and revenue, and is based on the inputs from Tab 3 Basic Inputs & Assumptions and Tabs 4-6. It sums the total cost of each model you selected Yes to in Tab 3, as well as the General Start Up and New Medicaid Provider Costs if you selected Yes to them in Tab 3. Anything you did NOT select (i.e. selected "No" on Tab 3) is not included in the total budget.

Includes Start Up and New Medicaid Provider Costs

ANNUAL TOTAL BUDGET SUMMARY				
A. PERSONNEL EXPENSES	Total	HSS	General Start Up	New Medicaid Provider
Wages and Salaries	\$300,000	\$260,000		\$40,000
Employee Benefits	\$96,000	\$83,200		\$12,800
Contract Personnel	\$21,560	\$0		\$21,560
Other Personnel Expenses	\$1,340	\$0	\$1,340	\$0
Staff Development & Training	\$6,000	\$0	\$5,400	\$600
Subtotal Personnel Expenses	\$424,900	\$343,200	\$6,740	\$74,960
B. OPERATING EXPENSES				
Rent	\$30,000	\$30,000	\$0	
Utilities	\$4,000	\$4,000	\$0	
Building Insurance	\$0	\$0	\$0	
Housekeeping	\$0	\$0		
Communications (Phone, Data)	\$4,445	\$2,565	\$1,880	
Office Supplies	\$2,000	\$2,000	\$0	
Professional Liability Insurance	\$1,950	\$1,200		\$750
Estimated Mileage	\$11,865	\$11,865		
Vehicles	\$7,200	\$7,200	\$0	
Vehicle Insurance	\$4,000	\$4,000		
Vehicle Expenses (Upkeep)	\$2,000	\$2,000		
Client Transportation	\$0	\$0		

Tab 3. Basic Input & Assumptions

The Basic Input and Assumptions tab is the best place to start entering data that will inform the budget outputs. This tab allows the user the option to change certain caseload, staffing, transportation, inflation and other budget assumptions built into the tool. Changing assumptions in **Tab 3. Basic Inputs and Assumptions** applies the altered assumption to **Tab 4. Housing Supports Program** and ultimately impacts the outputs of this tool. In New Jersey, supportive services that have been referred to as Tenancy Support Services (TSS) are referred to as Housing Support Services (HSS)

Reference Link

The first field on the Basic Inputs and Assumptions tab is the **1.Reference Link** Section. This hyperlinks provide easy access to The HSS Staffing Budget Tab where data input will impact revenue and costs related to the Housing Supports Program. As a reminder TSS services are referred to as Housing Support Services in the state of New Jersey.

1. Reference Links:

[Link to HSS Staffing Budget Tab](#)

Add-On Cost Assumptions?

Add-On Cost Assumptions are included to give providers choices in structuring their budget. This allows the user to choose whether to include general startup costs and/or Medicaid administrative costs.

Figure 5: Add-On Cost Assumptions

2. Add-on Cost Assumptions

Do you want to include general startup costs in your budget?	Yes	Link to General Startup Costs Tab
Do you want to include Medicaid administrative costs in your budget?	Yes	Link to Medicaid Administrative Costs Tab

General startup costs capture costs typically associated with starting up a new program with budgetary needs like recruiting, purchasing equipment and supplies, and other costs associated with standing up a new program. Users that are utilizing this tool to create a budget for an existing program may choose to answer “No” to this question. If a user choose “No” then the correlating tab “5. General Startup Costs” will remain blank and will not prompt the user for data entry.

Figure 6: Tab 5: General Startup Costs – budget unavailable



General Startup Costs

This budget is not available because you have selected "No" to General Startup Costs in Tab 3. Basic Input & Assumptions.



Choosing “Yes” will prompt this tab to generate fields to populate budgetary needs for programs that will accrue startup costs.

Figure 7: Tab 5 General Startup Costs – budget available

General Startup Costs



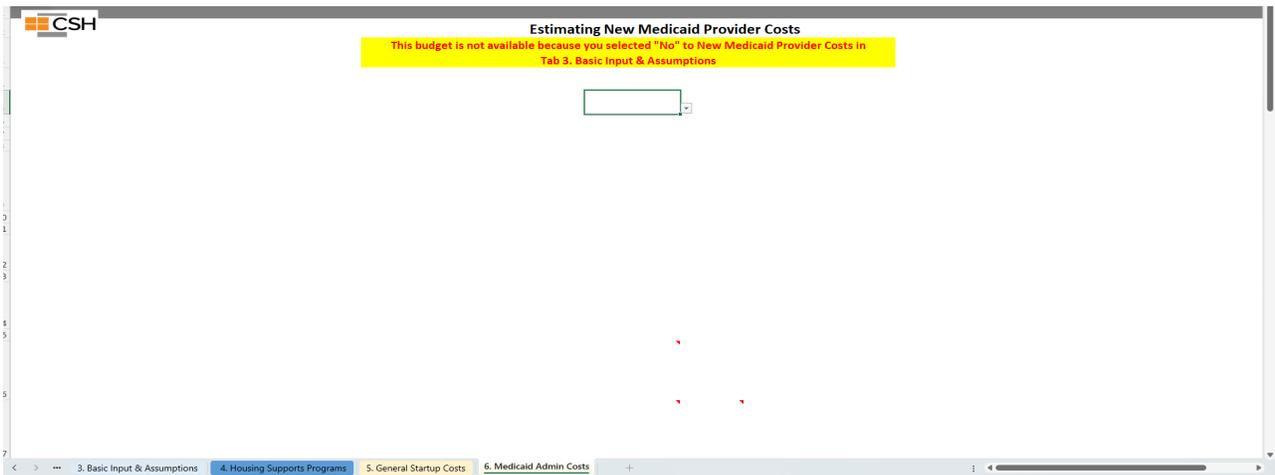
The expenses below are those that your organization might incur when preparing to begin a new service delivery program. While some organizations choose to increase these costs as part of the Year 1 budget, it may also be helpful to create a distinct startup budget. If your organization has not yet hired or trained staff for supportive housing services, you will want to identify which of these costs below you expect to incur in your first year. Some startup costs may also be incurred in future program years if you are continuing to add staff and serve additional tenants beyond Year 1. Please include only those expenses that are relevant for your organization along with estimated costs. You may also use the blank lines in each section to add additional expenses not listed. Costs that you list in this section are aggregated and included in each service model budget under the "StartUp" Column.

	Unit of Measurement Definition	Cost Per Unit of Measurement	# of Units of Measurement Needed	Total Cost	Notes
A. PERSONNEL EXPENSES					
Other Personnel Expenses					
Advertising/Posting	Per Employee	\$290	4	\$1,160	Costs of posting on hiring websites or search firms
Signing Bonuses	Per Employee	\$0	0	\$0	If necessary given local market conditions, per employee signing bonuses
Background Checks	Per Employee	\$30	6	\$180	Costs of background checks for each hired employee, if used
Bonuses or overtime pay for covering additional case loads while hiring new staff/ramping up to a full team.	Per Employee	\$0	0	\$0	
Other		\$0	0	\$0	
Other		\$0	0	\$0	
Staff Development and Training					
Training	Per Employee	\$800	6	\$4,800	Costs for training as new staff are being onboarded
Other		\$0	0	\$0	

Navigation tabs: 2a. Budget Summary Output | 2b. Annual Total Budget Summary | 3. Basic Input & Assumptions | 4. Housing Supports Programs | 5. General Startup Costs

Similarly, users have the option to decide whether or not to include Medicaid Administrative Costs in the budget. While many users who intend to provide services will likely need to include these costs, the official guidance for the Housing Supports Program that can be found here <https://camdenhealth.org/official-hsp-documents/> does permit providers to subcontract and work with third parties to perform tasks typically associated with these costs. As such, users will have the option to enter these costs. Just as selecting “No” for startup costs prevents that tab from populating data, selecting “No” to Medicaid Administrative Costs.

Figure 8: Tab 6 Medicaid Admin Costs – budget unavailable



Users who select “Yes” to including Medicaid Administrative Costs will have the ability to enter cost data into Tab 6. Medicaid Admin Costs.

Figure 9: Tab 6 Medicaid Admin Costs – budget available

Estimating New Medicaid Provider Costs								
Expense considerations for new Medicaid providers	Required?	Frequency of Expense	Basis	Cost	Units	Select Yes to include line item in Start Up or Annual Budget	Annual Total	Notes
A. PERSONNEL EXPENSES								
Wages and Salaries								
Quality Improvement (QI) Manager	Required-CMS	Ongoing - Annually	1 per agency	\$0	0.0	Yes	\$0	This may be a new position for many agencies. It is needed to ensure compliance with funder rules and regulations and to ensure billing is accurate and correct. This role can be combined with another role and/or be fulfilled by an existing position, as it may not require a full time LDE.
Additional QI administrative support	Not Required (optional)	Ongoing - Annually	1 per agency	\$0	0.0	No	\$0	Only as needed.
Compliance Officer	Not Required (optional)	Ongoing - Annually	1 per agency	\$0	0.0	No	\$0	In smaller agencies this role is often combined with another role. There are requirements for this role to have the ability to report directly to the ED and also directly to the Board of Directors regarding agency compliance. For details see U.S. Dept. of Health and Human Services Office of the Inspector General and your state's Medicaid agency requirements for Medicaid Compliance Officers.
Contract Personnel								
Medicaid Consultant	Not Required (optional)	Start Up	1 per agency	\$0	0.0	Yes	\$0	Will help agencies be more effective and speed up the process in becoming a Medicaid biller; can help with administrative and Board policy changes, rules and requirements, quality improvement policies and practices; assisting with national accreditation, etc. Consultants can also help with compliance requirements to review policies, help with internal audit readiness, etc. Cost range: \$10,000-\$30,000 (or 130-200/hour).
Billing Support Subcontract	Not Required (optional)	Start Up	1 per agency	\$0	0.0%	No	\$0	Most billing agencies will cost 5-8% of claims submitted. In other words for each \$100 submitted in billing claims, the subcontracted billing agency would receive \$5.00-\$8.00 depending on the agreement. A consultant can help you to estimate your Medicaid revenue potential in order to decide if a billing support subcontract makes more fiscal sense than purchasing a billing software and doing all billing in house.
Other Personnel Expenses								
Background Checks - must be completed every three years per program guidance	Required-State Medicaid	Start Up	1 per staff member	\$46	0.0	Yes	\$0	If background checks are not yet included in your organizational budget, include them here or in the General Start Up tab. The # of units per year in Column G for this row (19) are pulled from the total number of staff for the staffing model selected, as the staff number appears in Tab 2 Budget Summary Output, cells D5-G5. If you included this item in your General Start Up tab, then column I will remain \$0.

Budget Assumptions

Rows 11-17 include assumptions made based on known costs or national quality standards and recommendations. These can be altered if they differ for an organization or a region/community. If this information is unknown for an organization or community, then the information already loaded can be used as a practical guide.

Figure 10: Budget Assumptions (Found on Tab 3 Basic Input and Assumptions)

3. Budget Assumptions		Input for Tailoring
Administrative/Indirect Rates	Administrative/indirect rates are generally between 10% and 15%.	12.0%
Travel to Scattered Sites	Transportation costs are a necessary budget component for scattered site. For agencies unsure of miles traveled per month, CSH recommends budgeting 20 miles per day per staff for scattered site. This is not billable time.	20.0
Client-Related Travel	Client-related travel varies greatly depending on the breadth of service coordination and transportation offered. CSH recommends up to 5 miles per day for client-related travel for service coordination (social security appointments, medical and social service appointments, support accessing other services). Please note that this expense is not relevant to the HSP program unless it is related to the provider paying for member’s travel to see the provider face-to-face.	5.0
Mileage Rates	The 2025 Federal Mileage reimbursement rate is \$.70 per mile.	\$0.70
Annual Inflation	Annual inflation is currently set to assume a 5% increase in costs each year. This will need to be adjusted as inflation rates vary.	5.0%
Fringe	Employee fringe/benefits rate are usually between 30% and 40% of employees' salaries.	32.0%

Caseload Assumptions

This section is prefilled based on national averages and best practice recommendations (see references). It allows for programs to align the budget with the intended target population that they intend to serve.

Figure 11: Caseload Assumptions Used in Service Models

4. Caseload Assumptions Used in Model

Tenancy Support Caseloads	New Program Caseloads	
	Scattered Site Caseload	Single Site Caseload
Target population		
Individuals - Low Need	15	20
Individuals - High Need	10	15
Families - Low Need	10	15
Families - High Need	10	15
Individuals with dual dx SUD/SMI - Low Need	10	10
Individuals with dual dx SUD/SMI - High Need	10	10
Individuals with ID/DD - Low Need	10	10
Individuals with ID/DD - High Need	10	10
Older adults - Low Need	15	15
Older adults - High Need	10	15
Transition Age Youth - Low Need	15	20
Transition Age Youth - High Need	10	15

Program Assumptions

The final domain on this tab is an overview of program assumptions that users should be mindful of as they continue on to other tabs and functions within this budget. These assumptions include:

- People with lived experience can and should be hired in all roles. This budget tool recognizes models with positions that require someone with lived experience.
- Productivity is defined as time spent on behalf of the client directly or with collateral contacts. Time spent on training or admin is not included in productivity calculations.
- Administrative and Director roles are not included in any productivity and unit of service calculation
- Medicaid billing for travel is not allowed.
- For Medicaid billing, it may be helpful to think about Medicaid billable activities as well as Medicaid billable staff.
- This worksheet is using the assumption that Intensive Case Management and Medicaid Waiver Tenancy Supports will need lower caseload ratios, as many supportive housing programs are serving tenants with increasingly complex needs through coordinated entry.
- Official program guidance regarding caseload is 15 for High Need members and 30 for Low Need members. Caseload assumptions above can be adjusted.
- *The recommended ratio for supervisors is 1:8 HSS.

Tab 4 NJ Housing Supports

The Housing Supports Programs tab contains cells in 3 sections needing input:

1. Target Population, Tenant Size, and Caseloads
- 2a. Staff Size and Salaries
- 2b. NJ Medicaid Reimbursement Type and Rate
3. Annual Budget Template/Multi-Year Budget

Target Population, Tenant Size, and Caseloads*

1. Select your target population(s) using the dropdown cells in column C. Target populations can help to define needed staffing sizes and specialties. People do not always fit neatly into target populations. Users should identify target populations by the main category or need that the individual has that requires the supportive services. For example, if an individual is an older adult who also has a dual Substance Use Disorder/Serious Mental Illness diagnosis, and their need for supportive services have more to do with their dually diagnosed behavioral needs than their aging needs, it would be helpful to include them in the Dual Dx target. Given this, there may be more than one target population based on the design of the program. Populations can also be designated as high need or low need based on what the user anticipates will be the designation that their population will receive through the [Level of Need Assessment](#).
2. Input the number of tenants/households that you intend to serve in scattered site and single site (project based) supportive housing in columns D and F.
3. The recommended caseloads automatically populate in columns E and G based on the Input from **Tab 3. Basic Input & Assumptions**

Figure 13: Target Population & Caseloads (NJ Housing Supports)

NJ Housing Support Services Staffing & Budget Model																																																							
<p>CSH</p> <p>About the Supportive Housing (SH) Tenancy Supports Staffing Model for housing-related services and supports The Housing Supports Program (HSP) is intended help people access and maintain their housing. Services are typically delivered at staff-to-client ratios of 1:15 for high-need members and 1:30 for low need members. Caseload sizes can be adjusted based on acuity levels and housing stabilization needs.</p> <p>NJ's Housing Supports Program contains 4 programs: Pre-tenancy services, Tenancy Sustaining Services, Move-in Supports and Residential Modifications and Remediation. This tool can assist providers with planning related to costs and revenue related to Pre-Tenancy and Tenancy Sustaining Services. This tool is not established to incorporate costs and revenue related to Move-In Supports and Residential Modifications and Remediation.</p> <p>Pre-tenancy services provides individualized housing support plans to help members achieve their goals, assists with housing searches and the application process, and connects them to resources for housing costs and other expenses.</p> <p>Tenancy Sustaining Services provides personalized housing support plans designed to help individuals achieve their goals. This includes assistance with lease renewals and housing certifications, as well as connecting them to financial resources and social services, such as education, employment, and legal support. The services also address any behaviors or circumstances that may jeopardize housing stability and assist in resolving disputes with landlords.</p> <p>1. Please complete the blue boxes below:</p> <table border="1"> <thead> <tr> <th>Target Population</th> <th># Tenants in Scattered Site</th> <th>Recommended Caseload</th> <th># Tenants in Single Site</th> <th>Recommended Caseload</th> </tr> </thead> <tbody> <tr> <td>1 Individuals - Low Need</td> <td></td> <td>15</td> <td></td> <td>20</td> </tr> <tr> <td>2 Individuals - High Need</td> <td></td> <td>10</td> <td></td> <td>15</td> </tr> <tr> <td>3 Individuals with dual dx SUD/SMI - High Need</td> <td></td> <td>10</td> <td></td> <td>10</td> </tr> <tr> <td>4 Older adults - Low Need</td> <td></td> <td>15</td> <td></td> <td>15</td> </tr> <tr> <td>5</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>6</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total clients - Low Need</td> <td>0</td> <td>Total clients - Low Need</td> <td>0</td> <td></td> </tr> <tr> <td>Total clients - High Need</td> <td>0</td> <td>Total clients - High Need</td> <td>0</td> <td></td> </tr> </tbody> </table> <p>2a. Please complete the blue boxes below with local staffing information.</p> <table border="1"> <thead> <tr> <th>Program Staff</th> <th>FTE</th> <th>Annual Salary (per FTE)</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>\$40,000</td> </tr> </tbody> </table> <p><small>Based on the # of tenants we recommend CPE</small></p>					Target Population	# Tenants in Scattered Site	Recommended Caseload	# Tenants in Single Site	Recommended Caseload	1 Individuals - Low Need		15		20	2 Individuals - High Need		10		15	3 Individuals with dual dx SUD/SMI - High Need		10		10	4 Older adults - Low Need		15		15	5					6					Total clients - Low Need	0	Total clients - Low Need	0		Total clients - High Need	0	Total clients - High Need	0		Program Staff	FTE	Annual Salary (per FTE)			\$40,000
Target Population	# Tenants in Scattered Site	Recommended Caseload	# Tenants in Single Site	Recommended Caseload																																																			
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It is recommended that users utilize the [Client Eligibility Tracker](#) to develop an understanding of their clientele. This will allow users to input data that accurately reflects the typical program population. The example that is provided in *Figure 13*. This represents a program that serves a total of **45** individuals in a scattered site program. The program typically serves **10** individuals who would be deemed “Low Need”, **5** Individuals who would be deemed “High Need”, **15** Individuals with dual Substance Use Disorder (SUD) and Serious Mental Illness (SMI) who would be deemed “High Need”, and **15** older adults who would be deemed “Low Need”.

Staff Size and Salaries

The personnel section is divided into *Program Staff* and *Support Staff*. This allows the tool to calculate how much you can expect in Medicaid revenue based on the reimbursement type and rates in the NJ FamilyCare Housing Supports Program as Program Staff are typically those that engage in reimbursable activity. The **blue cells** next to the staff description allow the user to change the number of FTE that the program will employ. The *italicized text* next to these cells also offer suggestions for the number of staff required for each role based on the number of individuals served and the recommended caseload size.

Note: The tool is formatted to accommodate .5 FTE or other ≤ 1 figures for programs that include part time employees or accommodate an FTE over multiple program budgets. Figure 14 represents a program staffing level that includes 4 Housing Case Manager, 1 Peer Support Specialist, and 1 Program Director who also serves as the supervisor for the 5 Program Staff to work with the 45 individuals from figure 13.

Figure 14: Personnel Information

2a. Please complete the blue boxes below with local staffing information.

<i>Program Staff</i>	<i>FTE</i>	<i>Annual Salary (per FTE)</i>	
HSS Specialist / Housing Case Manager	4.0	\$40,000	<i>Based on the # of tenants, we recommend 4 FTE</i>
Peer Support	1.0	\$35,000	<i>Based on the # of tenants, we recommend 2 FTE</i>
Housing Specialist		\$40,000	<i>Based on the # of tenants, we recommend 1 FTE</i>
Employment Specialist		\$40,000	<i>Based on the # of tenants, we recommend 1 FTE</i>
Total Direct Service Staff	5.0		
<i>Support Staff</i>			
Program Director	1.0	\$65,000	<i>Based on the # of tenants, we recommend 1 FTE</i>
Administrative Support		\$36,000	<i>Based on the # of tenants, we recommend 1 FTE</i>
Housing Manager (liason with landlord)		\$50,000	
Supervisor		\$45,000	<i>Based on the # of tenants, we recommend 1 FTE</i>
Total Staff	6.0		

The user is expected to input the annual salaries for each position in the **blue cells**. CSH has provided general averages, but because of the variance, CSH recommends that you update these numbers with salaries competitive to your area.

NJ Medicaid Reimbursement Type & Rates

The orange box labeled “2b. NJ Medicaid Reimbursement Type & Rate” Indicates the current rates for individuals whose services will be reimbursed at the “Low Need” reimbursement rate and those that whose services will be reimbursed at the “High Need” reimbursement rate. These are in green shaded cells and are not able to be changed. Their interaction with other input in other parts of the tool will impact the calculations on Medicaid Reimbursement in the Revenue section of Tab 4.

Figure 45: Medicaid Reimbursement Type & Rate

2b. NJ Medicaid Reimbursement Type & Rate			
Reimbursement Type	Per member per month		
Reimbursement Rate - Low Need	\$320.00	Reimbursement Rate - High Need	\$640.00

Annual Budget Template

The Annual Budget Template includes four columns: **Annual Program Expenses**; **Annual Medicaid Administrative Expenses**; **Annual Budget WITHOUT Startup Expenses**; and **Startup Expenses**.

Annual Program Expenses	Annual Medicaid Administrative Expenses	Annual Budget WITHOUT Startup Expenses	Startup Expenses (Medicaid & General)
<ul style="list-style-type: none"> Includes everything in your typical program budget: annual personnel expenses, annual operating expenses, annual indirect costs, and annual revenue 	<ul style="list-style-type: none"> Pulls in all annual or ongoing costs from Tab 6. Medicaid Admin Costs Only populates if you selected "Yes" to including Medicaid provider costs in Tab 3. Basic Input & Assumptions 	<ul style="list-style-type: none"> The sum of Annual Program Expenses and Annual Medicaid Administrative Expenses 	<ul style="list-style-type: none"> Pulls in all costs from Tab 5. General Startup Costs and one-time/startup costs from Tab 6. Medicaid Admin Costs Only populates if you selected "Yes" to including general startup costs and/or Medicaid provider costs in Tab 3. Basic Input & Assumptions

The Annual Budget Template is divided into **categories A-G** and includes specific line items that are either automatically calculated for you or require your manual input. Not all line-items are relevant to all columns; **gray cells** should remain empty, **green cells** are automatically calculated for you, and **blue cells** should be filled in manually.

Figure 56: Annual Budget Template

3. Please complete the blue boxes in the budget template below:

TSS Annual Budget Template				
	Annual Program Expenses	Annual Medicaid Administrative Expenses	Annual Budget WITHOUT Startup Expenses	Startup Expenses (Medicaid & General)
A. PERSONNEL EXPENSES				
Wages and Salaries	\$260,000	\$40,000	\$300,000	
Employee Benefits	\$83,200	\$12,800	\$96,000	
Contract Personnel	\$0	\$0	\$0	\$21,560
Other Personnel Expenses	\$0	\$0	\$0	\$1,340
Staff Development & Training	\$0	\$0	\$0	\$5,400
Subtotal Personnel Expenses	\$343,200	\$52,800	\$396,000	\$28,300
B. OPERATING EXPENSES				
Rent	\$30,000		\$30,000	\$0
Utilities	\$4,000		\$4,000	\$0
Building Insurance	\$0		\$0	\$0
Housekeeping	\$0		\$0	\$0
Communications (Phone, Data)	\$2,565		\$2,565	\$1,880
Office Supplies	\$2,000		\$2,000	\$0
PWLE Focus Groups	\$0	\$0	\$0	
Estimated Mileage	\$11,865.00		\$11,865	
Mileage Rate	\$0.700	Estimated mileage rates pulled from Basic Input & Assumptions Tab	\$0.700	
Est. Miles Per Day Per FTE	25		25	
Est. # FTE Traveling	3		3	
Vehicles	\$7,200		\$7,200	\$0
Vehicle Insurance	\$4,000		\$4,000	\$0
Vehicle Expenses (Upkeep)	\$2,000		\$2,000	
Client Transportation	\$0		\$0	

> 1. About the Service Budget Tool 2a. Budget Summary Output 2b. Annual Total Budget Summary 3. Basic Input & Assumptions 4. Housing Supports Programs 5. General Sta

Annual Program Expenses

Categories A-B of your Program Expenses column make up the bulk of your overall budget. These include your Personnel Expenses (including employee salaries, benefits, staff development, and training), as well as your Operating Expenses, which include all other costs of running your program (like rent, utilities, IT, transportation, etc.). Employee salaries and benefits, as well as costs associated with expected gas and mileage, are calculated for you in the green cells based on your staffing inputs from Section 2a and the assumptions you included in Tab 3. All other costs need to be manually entered into the blue cells. Note: Operating expenses including Rent and Housekeeping are related to the office space and operating expenses of the supportive services team. These are not the costs of housing for the individuals who are served by the program, i.e. rental subsidy.

Figure 67: Annual Program Expenses – Personnel & Operating Expenses

TSS Annual Budget Template	
	Annual Program Expenses
A. PERSONNEL EXPENSES	
Wages and Salaries	\$260,000
Employee Benefits	\$83,200
Contract Personnel	\$0
Other Personnel Expenses	\$0
Staff Development & Training	\$0
Subtotal Personnel Expenses	\$343,200
B. OPERATING EXPENSES	
Rent	\$30,000
Utilities	\$4,000
Building Insurance	\$0
Housekeeping	\$0
Communications (Phone, Data)	\$2,565
Office Supplies	\$2,000
PWLE Focus Groups	\$0
Estimated Mileage	\$11,865.00
Mileage Rate	\$0.700
Est. Miles Per Day Per FTE	25

Category A Personnel Expenses – Definitions

Please refer to the following for definitions for each line in Category A Personnel Expenses. Those terms represented in **green cells** are calculated based on data entered into preceding cells. Those terms represented in **blue cells** are cells that require the user to enter date when applicable to program costs.

Term	Definition
Wages and Salaries	<i>The total estimate calculated from the input in previous cells dedicated to the annual salaries of staff</i>
Employee Benefits	<i>The annual cost of employee benefits</i>
Contract Personnel	<i>The annual cost of any personnel contracted by the provider outside of the salaried staff</i>
Other Personnel Expenses	<i>Any other expenses related to personnel not captured by the above cells</i>
Staff Development and Training	<i>The annual training budget for all staff</i>

Category B Operating Expenses – Definitions

Please refer to the following for definitions for each line in Category B Operating Expenses. Those terms represented in **green cells** are calculated based on data entered into preceding cells. Those terms represented in **blue cells** are cells that require the user to enter date when applicable to program costs.

Term	Definition
Rent	<i>Costs associated with Rent for staff/office space. Note: this is not associated with tenant rents or subsidies</i>
Utilities	<i>Costs associate with Utilities for staff/office space. Note: this is not associate with tenant utilities costs</i>
Building Insurance	<i>Any building insurance costs related to staff/office space</i>
Housekeeping	<i>Housekeeping cost associated with staff/office space.</i>
Communications (Phone, Data)	<i>Cell phones, data, MiFi and any other costs associated with communications needs for staff in the office and the field. These should be the ongoing annual costs, not necessarily the equipment purchasing costs if they are separate.</i>
Office Supplies	<i>Any supplies needed for office space from technology to notebooks and pens</i>
PWLE Focus Group	<i>Any costs related to development and running of Persons With Lived Expertise (PWLE) focus groups. This include compensation and any costs associated with the meetings themselves.</i>

Estimated Mileage	<i>This filed is generated by data inputted in Tab 3 and 4 – This creates an estimate for the milage costs that will accrue based on staff, population, and program</i>
Mileage Rate	<i>This filed is generated by data inputted in Tab 3 as the mileage rate</i>
Est. Miles Per Day Per FTE	<i>This filed is generated by data inputted in Tab 3 and 4</i>
Est. # FTE Traveling	<i>The number of staff that travel in the community at the rates and mileage input in previous tabs/cells</i>
Vehicles	<i>The cost of vehicles that the agency uses for supportive services, this may include vehicle leases, financing, or corporate accounts for car-share/rental accounts.</i>
Vehicles Insurance	<i>The annual insurance costs related to the agency vehicle(s)</i>
Vehicle Expenses (Upkeep)	<i>The annual costs related to upkeep and maintenance for agency vehicles. This may include repairs and maintenance.</i>
Client Transportation	<i>The budget associate with client transportation costs borne by the supportive services agency (i.e. transit passes)</i>
Building Renovations	<i>Any building renovations that are needed for the supportive services space</i>
Furnishing/Equipment (HER or HMIS Licenses, computers, desks, chairs, filing, copier)	<i>This includes physical furniture and equipment as well as annual licenses needed to operate in the NJ FamilyCare Housing Supports Program</i>
Nursing Equipment (e.g., scale, blood pressure cuffs, injection supplies, etc.	<i>Equipment specifically utilized by nursing staff or dedicated to medical needs</i>
Minor Household Equipment	<i>Any minor household items needed by the tenants that the supportive services provider provides (typically upon move in or some change in needs)</i>
Furniture/Equipment Repairs	<i>An annual budget for repairs as needed for staff furniture and equipment</i>
Other Miscellaneous Expenses (Client Emergency Fund, Tenant Supplies)	<i>Any cost that doesn't fit neatly into the categories about. Some typical items include tenant supplies like toiletries or other necessities that supportive services programs provide in times of need.</i>

Security Deposit	<i>Any funds dedicated to the security deposit for individuals in the program. Note: this is a cost specific to “Move-In” Supports. Providers should ensure they are enrolled and authorized to provide.</i>
Other	<i>Any costs that does not fit neatly into any of the categories above</i>

Categories C-E display your Total Direct, Administration (Indirect), and Total Program Costs, and are automatically calculated for you in the **green cells**. Your Total Direct cost sums up your personnel and operating expenses; your Indirect costs are automatically calculated based on the rate you included in **Tab 3**; and your Total Program Costs are the sum of the two.

Figure 78: Annual Program Expenses – Total Program Costs

	Annual Program Expenses
C. TOTAL DIRECT	\$412,030
D. ADMINISTRATION (INDIRECT)	\$49,444
E. TOTAL PROGRAM COSTS	\$461,474

Categories F-G display your revenue and “SURPLUS/(DEFICIT)”. You should add your various sources of revenue into the **blue cells**. Revenue for housing support services comes in various forms (i.e. program fees/contracts, grants, in-kind service/donation, etc.)

Term	Definition
In Kind/Community Partner Service	<i>In Kind contributions like vehicle donations, volunteer service and/or community partner service that provides service to tenants with no cost to your agency</i>
Program Service Fee	<i>Revenue generated from service fees charged to providers, government partners, or other partners</i>
Grants	<i>Government grants or contracts or philanthropic contributions to program costs</i>
Private Insurance	<i>Revenue generated from billing tenants private health insurance</i>
Other Revenue	<i>Any other revenue that is generated outside of Medicaid billing</i>

Your anticipated Medicaid Revenue is calculated for you in the **green cell**, based on the reimbursement structure you included in the Medicaid Reimbursement section. The percentage of your program costs covered by your Medicaid Revenue is provided for you below your budget template in the **highlighted red text**.

The final section of the budget is your overall “SURPLUS/(DEFICIT)” – your program revenue minus your program costs. This amount is calculated for you in the **green cell**. If the calculation results in deficit (negative number) the results will show up in a **red parenthesis**.

Figure 19: Annual Program Expenses – Revenue and Net Budget

F. REVENUE		
In Kind /Community Partner Service		\$0
Program Service Fees		\$0
Grants		\$0
Private Insurance		\$0
Medicaid Reimbursement*		\$288,000
Other Revenue		\$0
TOTAL REVENUE		\$288,000
G. SURPLUS / (DEFICIT)		(\$173,474)

Medicaid revenue, calculated from the Medicaid Reimbursement Rate you inputted in section 2b of the NJ Housing Supports Tab.

****Medicaid is covering 55% of your annual budget****

**Your annual budget equals your program costs plus your annual Medicaid administrative costs (it does not include startup costs or one-time Medicaid costs)

Annual Medicaid Administrative Expenses

The Annual Medicaid Administrative Expenses column pulls in all annual or ongoing costs from **Tab 6. Medicaid Admin Costs**. These costs will only be counted towards the Annual Medicaid Administrative Expenses if you choose “Yes” for “Medicaid Admin Costs” in Tab 3.

Many line items in the Budget Template do not apply to Annual Medicaid Administrative Expenses; these items remain empty, and the cells are grayed out.

Note that while this column includes *costs* associated with becoming a Medicaid-billing provider, this column *does not* have anything to do with Medicaid revenue generation. The amount of revenue that you can expect to receive through Medicaid Reimbursement will be included in the Annual Program Expenses column, not the Annual Medicaid Administrative Expenses column.

Figure 20: Annual Medicaid Administrative Costs and Anticipated Medicaid

TSS Annual Budget Template			
	Annual Program Expenses	Annual Medicaid Administrative Expenses	Annual Budget WITHOUT Startup Expenses
Other Miscellaneous Expenses (Client Emergency Fund, Tenant supplies)	\$0	\$0	\$0
Security Deposits (not covered in Move In Support Services)	\$0		\$0
Other	\$1,200		\$1,200
Subtotal Operating Expenses	\$68,830	\$0	\$68,830
C. TOTAL DIRECT	\$412,030	\$52,800	\$464,830
D. ADMINISTRATION (INDIRECT)	\$49,444	\$6,336	\$55,780
E. TOTAL PROGRAM COSTS	\$461,474	\$59,136	\$520,610
F. REVENUE			
In Kind /Community Partner Service	\$0		\$0
Program Service Fees	\$0		\$0
Grants	\$0		\$0
Private Insurance	\$0		\$0
Medicaid Reimbursement*	\$288,000		\$288,000
Other Revenue	\$0		\$0
TOTAL REVENUE	\$288,000		\$288,000
G. SURPLUS / (DEFICIT)	(\$173,474)		

Annual/ongoing Medicaid costs, pulled from **Tab 6**.

Medicaid revenue, calculated from the Medicaid Reimbursement Rate you inputted in section 2b.

Annual Budget Without Startup Expenses

The Annual Budget Without Startup Expenses column sums the Annual Program Expenses and Annual Medicaid Administrative Expenses columns to produce a **total annual budget**.

Figure 21: Annual Budget Without Startup Expenses

TSS Annual Budget Template			
	Annual Program Expenses	Annual Medicaid Administrative Expenses	Annual Budget WITHOUT Startup Expenses
C. TOTAL DIRECT	\$412,030	\$52,800	\$464,830
D. ADMINISTRATION (INDIRECT)	\$49,444	\$6,336	\$55,780
E. TOTAL PROGRAM COSTS	\$461,474	\$59,136	\$520,610

Combined budget from **Tab 4** and **Tab 6**

Startup Expenses (Medicaid & General)

If you selected “yes” to including general startup costs and/or Medicaid administrative costs in **Tab 3**, then these one-time costs will show up in Column G, Startup Expenses. These expenses are pulled in from **Tab 5. General Startup Costs** and **Tab 6. Medicaid Admin Costs**. Note that only **one-time** Medicaid administrative costs are included in this column; all annual/ongoing administrative costs are included in Column E, Annual Medicaid Administrative Expenses.

Figure 22: Startup Expenses (General & Medicaid)

3. Please complete the blue boxes in the budget template below:

TSS Annual Budget Template				
	Annual Program Expenses	Annual Medicaid Administrative Expenses	Annual Budget WITHOUT Startup Expenses	Startup Expenses (Medicaid & General)
A. PERSONNEL EXPENSES				
Wages and Salaries	\$260,000	\$40,000	\$300,000	
Employee Benefits	\$83,200	\$12,800	\$96,000	
Contract Personnel	\$0	\$0	\$0	\$21,560
Other Personnel Expenses	\$0	\$0	\$0	\$1,340
Staff Development & Training	\$0	\$0	\$0	\$5,400
Subtotal Personnel Expenses	\$343,200	\$52,800	\$396,000	\$28,300

Multi-Year Budget Template

The Multi-Year Budget projects your costs and revenue over a three-year period. **Year 1** takes your Annual Budget WITHOUT Startup Expenses and combines that with your Startup Expenses to give you a total overall budget for your first year. These amounts are automatically calculated in the **green cells**.

Year 2 takes your Annual Budget WITHOUT Startup Expenses and multiplies that by an assumed annual inflation rate. This assumed inflation amount is pulled in from **Tab 3**. All costs and revenue are calculated in the **peach cells** – rather than lock the formulas like in the green cells, you have the option to change these values if the defaults we’ve provided for you end up changing each year. However, the overall totals are calculated for you in the **green cells**.

Year 3 takes the amounts in Year 2 and multiplies them by the same assumed annual inflation rate pulled in from **Tab 3**. Like Year 2, all costs and revenue are calculated in the **peach cells** so that you have the option of making changes if your inputs vary from year to year. However, your overall totals are calculated for you in the **green cells**.

Grand Total sums the total of Years 1-3 to give you a total overall projected budget over three years.

Figure 23: Multi-Year Budget

TSS Multi-Year Budget				
	Year 1	Year 2	Year 3	Grand Total
A. PERSONNEL EXPENSES				
Wages and Salaries	\$300,000	\$315,000	\$330,750	\$945,750
Employee Benefits	\$96,000	\$100,800	\$105,840	\$302,640
Contract Personnel	\$21,560	\$0	\$0	\$21,560
Other Personnel Expenses	\$1,340	\$0	\$0	\$1,340
Staff Development & Training	\$5,400	\$0	\$0	\$5,400
Subtotal Personnel Expenses	\$424,300	\$415,800	\$436,590	\$1,276,690
B. OPERATING EXPENSES				
Rent	\$30,000	\$31,500	\$33,075	\$94,575
Utilities	\$4,000	\$4,200	\$4,410	\$12,610
Building Insurance	\$0	\$0	\$0	\$0
Housekeeping	\$0	\$0	\$0	\$0
Communications (Phone, Data)	\$4,445	\$2,693	\$2,828	\$9,966
Office Supplies	\$2,000	\$2,100	\$2,205	\$6,305
Professional Liability Insurance	\$1,200	\$1,260	\$1,323	\$3,783
Estimated Mileage	\$11,865	\$12,458	\$13,081	\$37,404

Ramping Up Capacity Over Time

The Services Budgeting Tool can be used to estimate the costs, revenue, and surplus/deficit related to changes that are made to staffing and the number of tenants/clients served over time. Programs that hope to add capacity by changing staffing and serving more tenants/clients over years will need to consider how this impacts additional costs and potential to generate revenue. The annual budget on **Tab 4** will assume that these factors are fixed over the 3 years included in the tool. In order to create projections that will help to establish a plan, create an initial budget following all of the previous steps. Once that is created and saved as the initial budget, copy this workbook into a new SBT and change the staffing level and/or number of clients served. Note that as staffing and clientele changes, so might operating costs. Review all rows in Tab 4 to ensure that costs are captured accurately. For example, if the initial budget included a cost for Office Supplies, this cost may increase as staff levels increase. Repeat this step as many times as changes to these key factors.

The following is an example of how this process can be utilized to build to ideal staffing levels and service capacity over time. In this example, a hypothetical services program SP1 is initiating with 4 case managers serving 45 individuals (both high and low need) for the first two years. The plan is to add a case manager and serve 15 more case managers for each year over the next 2 years. SP1 will complete a services budgeting tool for the first two years and then complete the tool 2 additional times adjusting each time by adding the operating costs and number of individuals served. The creation of these 3 files will then provide a sense of costs and revenue over time through the summary data provided in Tab 2a and Tab 2b. CSH urges caution in projecting too far in advance as the needs, eligibility, and enrollment of clients is dynamic and may change jeopardizing the accuracy of projections over prolonged timelines.

Year 1 and 2

CSH Budget Summary Output	
The Budget Summary Output tab is intended to serve as the landing page of cost summaries by staffing model. The information in the green cells below are calculated from data entered into tabs 3-6 that then generate the totals in Columns D.	
Summary of Costs Based on Inputs	
	Tenancy Support Services
Number of FTE Employees	6.00
Annual Program Budget (Year 1 minus one-time startup costs)	\$520,609.60
Start Up Costs	\$13,342.00
Total Number of Tenants/Clients	45
Total Units of Service	12
Cost Per Unit	\$43,394.13
Per Tenant Per Month Cost	\$964.09
Per Tenant Per Year Cost	\$11,569.10
Summary of Revenue Based on Inputs	
	Tenancy Support Services
In-Kind / Community Partner Service	\$0.00
Program Service Fees	\$0.00
Grants	\$0.00
Private Insurance	\$0.00
Medicaid Reimbursement	\$288,000.00
Other Revenue	\$0.00
Total	\$288,000.00
Surplus/(Deficit)	(\$232,610)

Year 3

CSH Budget Summary Output	
The Budget Summary Output tab is intended to serve as the landing page of cost summaries by staffing model. The information in the green cells below are calculated from data entered into tabs 3-6 that then generate the totals in Columns D.	
Summary of Costs Based on Inputs	
	Tenancy Support Services
Number of FTE Employees	7.00
Annual Program Budget (Year 1 minus one-time startup costs)	\$579,745.60
Start Up Costs	\$0.00
Total Number of Tenants/Clients	60
Total Units of Service	12
Cost Per Unit	\$48,312.13
Per Tenant Per Month Cost	\$805.20
Per Tenant Per Year Cost	\$9,662.43
Summary of Revenue Based on Inputs	
	Tenancy Support Services
In-Kind / Community Partner Service	\$0.00
Program Service Fees	\$0.00
Grants	\$0.00
Private Insurance	\$0.00
Medicaid Reimbursement	\$368,640.00
Other Revenue	\$0.00
Total	\$368,640.00
Surplus/(Deficit)	(\$211,106)

Year 4

CSH Budget Summary Output	
The Budget Summary Output tab is intended to serve as the landing page of cost summaries by staffing model. The information in the green cells below are calculated from data entered into tabs 3-6 that then generate the totals in Columns D.	
Summary of Costs Based on Inputs	
	Tenancy Support Services
Number of FTE Employees	8.00
Annual Program Budget (Year 1 minus one-time startup costs)	\$638,881.60
Start Up Costs	\$0.00
Total Number of Tenants/Clients	75
Total Units of Service	12
Cost Per Unit	\$53,240.13
Per Tenant Per Month Cost	\$709.87
Per Tenant Per Year Cost	\$8,518.42
Summary of Revenue Based on Inputs	
	Tenancy Support Services
In-Kind / Community Partner Service	\$0.00
Program Service Fees	\$0.00
Grants	\$0.00
Private Insurance	\$0.00
Medicaid Reimbursement	\$441,600.00
Other Revenue	\$0.00
Total	\$441,600.00
Surplus/(Deficit)	(\$197,282)

Tab 5. General Startup Costs

Only complete this tab if you selected “Yes” to include general startup costs in **Tab 3**. The expenses included on this tab are common expenses associated with starting a new service delivery program. This will vary depending on an organization’s existing structure. For example, if an organization already has an electronic health record (EHR), then costs may only include adding users or licenses. Thus, the user should take some time to review which costs are applicable and which costs need to be removed or altered if the cost is different from what is known to the organization or user.

CSH has provided standard startup items in column B but has also left space for you to add additional expenses not listed. In column C (Basis), add the context, frequency, or amount of the purchase (ex., per employee, per month, one-time cost, etc.). Enter the per-unit cost of the item in column D, and the number of units to purchase in column E. The total cost will be calculated in column F.

All costs listed in this section are aggregated and included in each service model’s Startup Expenses column if you selected “Yes” to include general startup costs in **Tab 3**.

The notes column in this tab helps to define each budget item to help users determine if they should input data into the [blue cells](#).

The Columns that require input in the blue cells are titled Unit of Measurement Definition, Cost Per Unit of Measurement and # of Units of Measurement Needed, and # of Units of Measurement Needed. Unit of Measurement Definition refers to item being measured for cost calculation purposes. Ex. When calculating the cost of desks needed, the Unit of Measurement is the Desk. Cost Per Unit of Measurement from the Unit of Measurement referenced in Column C (Unit of Measurement Definition). Ex. When calculating the cost of desks needed, the Cost Per Unit of Measurement is the cost of one desk. # of Units of Measurement refers to how many total Units of Measurement from Column C are needed. Ex. When calculating the cost of desks needed, the # of Units of Measurement is the total number of desks needed.

Column Title	Definition	Example
Unit of Measurement Definition	Item being measured for cost calculation purposes	When calculating the cost of desks needed, the Unit of Measurement is the Desk
Cost Per Unit of Measurement	Cost Per Unit of Measurement from the Unit of Measurement referenced in Column C (Unit of Measurement Definition)	When calculating the cost of desks needed, the Cost Per Unit of Measurement is the cost of one desk
#of Units of Measurement Needed	How many total Units of Measurement from Column C are needed	When calculating the cost of desks needed, the # of Units of Measurement is the total number of desks needed.

Figure 24: General Startup Costs

	Unit of Measurement Definition	Cost Per Unit of Measurement	# of Units of Measurement Needed	Total Cost	Notes
A. PERSONNEL EXPENSES					
Other Personnel Expenses					
Advertising/Posting	Per Employee	\$290	4	\$1,160	Costs of posting on hiring websites or search firms
Signing Bonuses	Per Employee	\$0	0	\$0	If necessary given local market conditions, per employee signing bonuses
Background Checks	Per Employee	\$30	6	\$180	Costs of background checks for each hired employee, if used
Bonuses or overtime pay for covering additional case loads while hiring new staff/ramping up to a full team.	Per Employee	\$0	0	\$0	
Other		\$0	0	\$0	
Other		\$0	0	\$0	
Staff Development and Training					
Training	Per Employee	\$800	6	\$4,800	Costs for training as new staff are being onboarded
Other		\$0	0	\$0	
Other		\$0	0	\$0	
Other		\$0	0	\$0	
Subtotal Startup Personnel Expenses				\$6,140	
B. OPERATING EXPENSES					
Rent	Per Month	\$0	0	\$0	Rent for office space during the ramp up phase prior to services beginning, generally only relevant for new programs without existing space
Utilities	Per Month	\$0	0	\$0	Utilities prior to services beginning
Building Insurance	Per Month	\$0	0	\$0	Insurance for new building or space prior to services beginning
Communications, Cell Phones	Per Item	\$0	0	\$0	Purchase of cell phones for newly hired employees, ongoing service costs will be included in each annual budget
Office Supplies, Misc.	Per Item	\$0	0	\$0	Paper, staplers, pens, other items necessary to prepare workspaces for new staff
Vehicles (purchase)	Per Item	\$0	0	\$0	Purchase of vehicles for use by staff when working with clients
Vehicle Insurance	Per Item	\$0	0	\$0	Initial insurance payment for purchased vehicles
Building Renovations	Other (Specify)	\$0	0	\$0	Renovations to office space to ready it for start of services

Tab 6. Medicaid Admin Costs

If your organization is planning to transition to billing Medicaid for the services you provide your supportive housing tenants, complete this tab to understand the administrative costs associated with becoming a new Medicaid provider. The tool specifies which components are required by CMS, which are required by your State Medicaid Plan, and which are optional. This allows the user to prioritize costs, especially when working with a limited budget. Many of the costs are prepopulated based on national averages, or costs known to CSH. However, any **blue cell** can and should be adjusted to match local costs and/or costs known to your organization.

To start calculating the Medicaid admin costs for your agency:

1. Make sure you select “Yes” to the question “Do you want to include Medicaid provider costs in your budget summary?” in **Tab 3**. (Note: if you do not select Yes on Tab 3, you may see \$0 or ERROR in column I (Annual Total).)
2. Familiarize yourself with the budget items and select “Yes” to any you will need to include in your estimates in column H.
3. Items that are required by CMS or your State Medicaid Agency are labeled in **red** and items that are optional are labeled in **yellow** in column C.
4. Update the **blue cells** with local costs and relevant quantities/units.
5. The **green cells** automatically populate with the known variables and the total annual costs.
6. Helpful context, notes, and reference points are included in column J.

Figure 25: Medicaid Admin Costs

Expense considerations for new Medicaid providers		Required?	Frequency of Expense	Basis	Cost	Units	Select Yes to include line item in Start Up or Annual Budget	Annual Total	Notes
A. PERSONNEL EXPENSES									
Wages and Salaries									
Quality Improvement (QI) Manager	Required-CMS	Ongoing - Annually	1 per agency	\$0	0.0	Yes	\$0	This may be a new position for many agencies. It is needed to ensure compliance with funder rules and regulations and to ensure billing is accurate and correct. This role can be combined with another role and/or be fulfilled by an existing position, as it may not require a full time LOE.	
Additional QI administrative support	Not Required (optional)	Ongoing - Annually	1 per agency	\$0	0.0	No	\$0	Only as needed	
Compliance Officer	Not Required (optional)	Ongoing - Annually	1 per agency	\$0	0.0	No	\$0	In smaller agencies this role is often combined with another role. There are requirements for this role to have the ability to report directly to the ED and also directly to the Board of Directors regarding agency compliance. For details see U.S. Dept. of Health and Human Services Office of the Inspector General and your state's Medicaid agency requirements for Medicaid Compliance Officers.	
Contract Personnel									
Medicaid Consultant	Not Required (optional)	Start Up	1 per agency	\$0	0.0	Yes	\$0	Will help agencies be more effective and speed up the process in becoming a Medicaid biller; can help with administrative and Board policy changes, rules and requirements, quality improvement policies and practices, assisting with national accreditation, etc. Consultants can also help with compliance requirements to review policies, help with internal audit readiness, etc. Cost range: \$10,000-\$30,000 (or 130-200/hour).	
Billing Support Subcontract	Not Required (optional)	Start Up	1 per agency	\$0	0.0%	No	\$0	Most billing agencies will cost 5-8% of claims submitted. In other words for each \$100 submitted in billing claims, the subcontracted billing agency would receive \$5.00-\$8.00 depending on the agreement. A consultant can help you to estimate your Medicaid revenue potential in order to decide if a billing support subcontract makes more fiscal sense than purchasing a billing software and doing all billing in house.	

Transition to Medicaid Reimbursement Timeline

This chart is designed to show an example of how an organization can project the transition from grant funding (i.e. government grants or contracts, philanthropic grants, or other grants that cover programmatic costs) to Medicaid billing over time. The chart calculates reimbursement estimation and grant expenditures across a 15-month timeline based on an agency’s estimate of Medicaid reimbursement that is feasible and reasonable to expect with the staffing model(s) selected, target population(s) served, and local Medicaid benefits. CSH does not recommend planning an organizational budget with more than 75% of services funded by Medicaid, as it is best practice to also braid in other funding such as CoC funding, private grants, and other donations to help support services not covered by Medicaid, like outreach and landlord engagement. This chart is just an example. For more information on how to calculate or project anticipated Medicaid revenue for your agency, please contact CSH Consulting at consulting@csh.org.

Figure 26: Medicaid Reimbursement Incremental Timeline

Example Ramp Up to Medicaid Reimbursement from Grant Funding					
Total Program Budget					
\$	520,609.60	Percent of Budget covered by Grant Funding	Percent of Budget covered by Medicaid Reimbursement	Anticipated Grant Funding	Anticipated Medicaid Reimbursement
Month 1		100%	0%	\$ 520,609.60	\$ -
Month 2		99%	1%	\$ 515,403.50	\$ 5,206.10
Month 3		97%	3%	\$ 504,991.31	\$ 15,618.29
Month 4		95%	5%	\$ 494,579.12	\$ 26,030.48
Month 5		90%	10%	\$ 468,548.64	\$ 52,060.96
Month 6		85%	15%	\$ 442,518.16	\$ 78,091.44
Month 7		80%	20%	\$ 416,487.68	\$ 104,121.92
Month 8		70%	30%	\$ 364,426.72	\$ 156,182.88
Month 9		60%	40%	\$ 312,365.76	\$ 208,243.84
Month 10		50%	50%	\$ 260,304.80	\$ 260,304.80
Month 12		40%	60%	\$ 208,243.84	\$ 312,365.76
Month 14		30%	70%	\$ 156,182.88	\$ 364,426.72
Month 15		25%	75%	\$ 130,152.40	\$ 390,457.20

Revisiting Tab 2a. Budget Summary Output

Now that you have completed each tab in this tool return to Tab 2a. Budget Summary Output to check to see that you do not see any error messages and to ensure that the final figures that have been created seem accurate and align with your understanding of your costs and revenue. This will help provide a final check to ensure that your data was entered accurately.



Budget Summary Output

The Budget Summary Output tab is intended to serve as the landing page of cost summaries by staffing model. The information in the green cells below are calculated from data entered into tabs 3-6 that then generate the totals in Columns D.

Summary of Costs Based on Inputs	Tenancy Support Services
Number of FTE Employees	6.00
Annual Program Budget (Year 1 minus one-time startup costs)	\$520,609.60
Start Up Costs	\$13,342.00
Total Number of Tenants/Clients	45
Total Units of Service	12
Cost Per Unit	\$43,384.13
Per Tenant Per Month Cost	\$964.09
Per Tenant Per Year Cost	\$11,569.10
Summary of Revenue Based on Inputs	Services
In-Kind / Community Partner Service	\$0.00
Program Service Fees	\$0.00
Grants	\$0.00
Private Insurance	\$0.00
Medicaid Reimbursement	\$288,000.00
Other Revenue	\$0.00
Total	\$288,000.00
Surplus/(Deficit)	(\$232,610)

If there are any questions about the content of this guide or if there are additional technical assistance needs related to this tool or other financial planning related to incorporating Medicaid revenue into supportive housing programs, contact the CSH consulting team at consulting@csb.org

References

1. [NJHRSN Services Protocol](#)

The Health Related Social Needs (HRSN) services protocol contains federally-approved details on member eligibility criteria, how eligible members will be identified, specific services allowed under the Housing Supports program, and more. The Housing Supports program is one of three HRSN programs NJ is implementing, along with the MLTSS Nutritional Supports and the Medically Indicated Meals Pilot programs, and this document includes information on all of them.

<https://camdenhealth-website-media.nyc3.digitaloceanspaces.com/wp-content/uploads/2024/12/16220421/NJ-1115-HRSN-Services-Protocol.pdf>

2. [CBO Guidance](#)

“NJ Housing Supports Provider Guidance Packet” 2025

Guidance document that serves as a resource for current and prospective Housing Supports providers who provide or are seeking to provide housing support services.

https://camdenhealth-website-media.nyc3.digitaloceanspaces.com/wp-content/uploads/2025/04/03085548/Housing-Supports_Provider-Guidance-Standards_vFINAL03-27-25.pdf

3. [MCO Guidance](#)

“Housing Supports Program MCO Guidance Packet” 2025

Guidance document contains the Housing Supports program standards and guidelines for NJ FamilyCare MCOs.

https://camdenhealth-website-media.nyc3.digitaloceanspaces.com/wp-content/uploads/2025/04/02123931/Housing-Supports-MCO-Guidance-Standards_vFINAL3-27-2025-1.pdf

4. [Housing Supports Initial Assessment Tool](#)

Form to request Housing Supports services and document eligibility. The form can be completed by a NJ FamilyCare member, a parent, caregiver, family member, guardian, trusted friend or staff from an organization that helps a NJ FamilyCare member.

<https://camdenhealth.org/initial-assessment-tool/>

5. [Client Eligibility Tracker](#)

A tool to track the Medicaid and Housing Supports Eligibility of the individuals served by the Housing Supports Program.

<https://camdenhealth-website-media.nyc3.digitaloceanspaces.com/wp-content/uploads/2025/03/12124345/NJ-Family-Care-Housing-Supports-Eligibility-Tracker-Final.xlsx>

6. [Supportive Housing Caseload recommendations](#)

Recommendations for staffing and Caseload ratios by program type released by the US. Housing and Urban Development (HUD) in 2021

<https://files.hudexchange.info/resources/documents/COVID-19-Homeless-System-Response-Case-Management-Ratios.pdf>

7. CSH Toolkit

“Services and Staff Roles.” CSH, 2018

On this resource page, CSH notes that staffing requirements for supportive services within the more traditional housing tenancy support model depends on the population being served, the goals of the project, the number of tenants, and available resources. Typically, the caseload ranges from 10 to 25 tenants per supportive service staff. This page also details a number of supportive services that may be offered to tenants, including case management/service coordination, mental health services, alcohol and substance abuse services, independent living skills, employment services, health/medical services, and peer support services. This list is not exhaustive, but may provide a framework for supportive service planning.

<http://www.csh.org/toolkit/supportive-housing-quality-toolkit/supportive-services/services-and-staff-roles/>

8. Society for Human Resource Management Guidelines

Sammer, Joanne M. “Updating Salary Structure: When, Why and How?” Society for Human Resource Management, 21 May 2013.

This article from the Society for Human Resource Management provides recommendations for salary scale review in the local labor market. The article recommends conducting regular reviews on a specific schedule, at least every three to five years but as often as every 18 to 24 months is common as well. The article also recommends conducting a salary review when there are major events that impact the organization. The article also suggests garnering feedback from employees and managers about salary satisfaction and being intentional about linking the salary structure to the overall HR strategy and the market. Some questions to ask include: (i) Has the organization established appropriate pay grades and maintained updated job descriptions with require skills?; and (ii) Does the company have a clear idea of whether it is paying for the position or for the skills that people bring to it and the organization?

<https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/updating-salary-structure.aspx>

9. Comparison of Case Management Interventions

Ponka D, Agbata E, Kendall C, Stergiopoulos V, Mendonca O, Magwood O, et al. (2020) The effectiveness of case management interventions for the homeless, vulnerably housed and persons with lived experience: A systematic review, 26 July 2019

This article provides a systematic review to examine the effectiveness and cost-effectiveness of case management interventions on health and social outcomes for homeless populations. Case management approaches were found to improve some if not all of the health and social outcomes that were examined in this study. The important factors were likely delivery intensity, the number and type of caseloads, hospital versus community programs and varying levels of participant needs.

<https://journals.plos.org/plosone/article/file?id=10.1371/journal.pone.0230896&type=printable>