

November 5, 2025

Katie Wilbur, Vice Chair
Fresno Madera Continuum of Care
3040 N Fresno Street
Fresno, CA 93703

Dear Ms. Wilbur:

On behalf of the Fresno County Board of Supervisors, I am expressing our interest in serving as the Coordinated Entry System (CES) Management Entity for the Fresno Madera Continuum of Care (FMCoC). In response to the FMCoC's request, the County's qualifications and capacity to carry out the duties of the CES Management Entity are outlined below:

Fresno Madera Continuum of Care Member in Good Standing and Eligible Entity

The County of Fresno is a local government entity eligible to perform the role of CES Management Entity and has the requisite administrative experience and capacity to carry out this role effectively. Three County departments (Administrative Office, Social Services, Behavioral Health) are active members of the FMCoC in good standing. Currently, the Department of Social Services (DSS), serves as the FMCoC Chair and the County Administrative Office (CAO) serves as the County of Fresno's Regional Representative on the FMCoC Board of Directors. All three departments actively participate on the FMCoC's CES and HMIS subcommittees, contributing to the development of CoC policies and procedures.

Agency Capacity to Perform Role of CES Management Entity

Since 2018, the County has served as the Administrative Entity for the FMCoC, applying for and managing State grants, including HCD ESG, the Homeless Emergency Aid Program (HEAP), the California Emergency Solutions and Housing Program (CESH), and the Homeless Housing, Assistance and Prevention Program (HHAP). As the Administrative Entity, the County collaborates with its jurisdictional partners to gather input and develop funding applications on behalf of the FMCoC. The County oversees State funding awards to ensure timely obligation and expenditure of funds while also monitoring several homeless services programs supported by FMCoC funding.

The County attends monthly FMCoC meetings to discuss current homeless needs and plans for services that will address barriers faced by the homeless population, providing regular updates on homeless funding, contributing to the Annual Action Plan, and sharing available homeless services RFPs with the stakeholders. The County's experience as the Administrative Entity, and upcoming role as the FMCoC's Collaborative Applicant, makes the County well positioned to take on the CES Management Entity role.

As the Administrative Entity for the FMCoC, the County has extensive experience preparing and submitting grant applications on behalf of the CoC, securing five rounds of HHAP funding as well as HCD's ESG funding, resulting in combined awards of approximately \$81 million in HHAP funds for the

County, FMCoC, Madera County, and the City of Fresno. The County administers numerous homeless services programs supported with these and other funding sources, either through direct services or through subrecipients or contracted providers. Additionally, the County has applied for and been awarded several State permanent supportive housing (PSH) funding grants and continues to pursue opportunities to provide service-rich residential projects serving people experiencing homelessness through other programs like the Behavioral Health Continuum Infrastructure Program (BHCIP) and Homekey+.

The County Department of Behavioral Health (DBH) manages several PSH funding grants and provides onsite supportive services to DBH persons served at PSH projects throughout the County, including CoC-funded projects. Additionally, the County, through the Department of Public Works & Planning, has extensive experience administering HUD funding for affordable housing development, rental assistance, public infrastructure, and community services through the HOME, CDBG, and ESG funding programs.

The County's contract monitoring policies and procedures will follow existing processes as applicable, including Federal policy for Suspension and Debarment, monitoring meetings, fiscal reviews, site reviews, outcome reviews, and risk assessments. Reviews are conducted annually for program effectiveness and efficient fund utilization to ensure that State and Federal requirements and outcomes are being met. Recurring meetings are held with contractors at least quarterly to ensure contract compliance and to address concerns. To ensure compliance with performance measures, annual site reviews are conducted, in addition to monthly meetings with the providers to ensure that requirements are being met. Monthly and annual funding reports are submitted to funding agencies as required.

The County will develop and update policies and procedures following a set process to ensure compliance with State and Federal regulations. When legislative or policy changes occur, procedures will be revised or composed as required. Designated staff will develop policies and procedures, which are then reviewed by subcommittees composed of subject matter experts, with Executive leadership involvement as needed. Written standards are created to ensure program alignment with policies and funding regulations, such as HUD's ESG. These standards outline program requirements, including monitoring, reporting, records retention, match obligations, and eligible activities, in accordance with state and federal guidelines.

County fiscal staff will track expenditures, ensuring accurate recordkeeping, while program analysts oversee the allocation and management of individual budgets for each funded contract. The County adheres to strict internal controls, with staff dedicated to monitoring State and Federal funds, ensuring that all funds are utilized accordingly and effectively. Budgetary transactions, including both revenue and expenditures, are recorded and tracked to ensure that expenses comply with funding requirements and restrictions in alignment with relevant funding policies. All expenditures and supporting documents are stored in shared electronic folders, accessible to designated department staff and upon request for auditing and reporting purposes. Funds that require match are meticulously tracked and reported as required.

The County has significant experience in both participating in FMCoC governance and developing CoC policies and procedures, including those specific to CES. County staff helped to develop updated CES policies and procedures in 2018 in alignment with HUD requirements and have contributed to ongoing updates and refinement through the current year. County staff participate as members of the CES committee and serve as officers on the CoC Board of Directors.

Agency Plans to Support Major Administrative Priorities of the CES Management Entity

In addition to the County's ongoing participation in the development of CES policy through its participation in relevant CoC committees, the County has an established history of overseeing contracted CES functions. Prior to the establishment of the CES Management Entity, the County oversaw the Housing Matcher and Community Outreach Coordinator service contract that assisted in the community's CES by matching individuals with suitable housing vacancies. These services assisted those experiencing a housing crisis are identified through outreach, provided a standardized intake assessment, prioritized based on the outcome of the assessment, and connected them to navigation services. Additionally, this contract provided training to FMCoC service providers on CES functions and processes.

The County anticipates utilizing its competitive procurement process to select a contracted provider to perform the function of CES Management Entity. The County's procurement process aligns with Federal regulations to ensure a fair selection process. Bids are made public to the community and evaluated by review committees comprised of subject matter experts, County staff, and community representatives. The County will coordinate with the FMCoC to develop a contract scope of work that aligns with the requirements and major priorities of the CES Management Entity function. Contracts resulting from selected bids are presented to the County Board of Supervisors for final approval. If it is determined that it is more efficient to use internal staff to provide CES Management Entity services, the County will allocate appropriate staff to carry out this function. As with other FMCoC services managed by the County, services will be provided to the entire FMCoC region, including Fresno and Madera counties.

The County will employ its rigorous contract monitoring process to oversee the contracted CES Management Entity provider to ensure that the major priorities of CES are met. Recurring meetings will be held on at least a quarterly basis to ensure contract compliance and to address any concerns. The County will monitor the CES Management Entity's staffing levels to ensure that the project is fully staffed in alignment with the staffing structure and total project budget. To ensure compliance with performance measures, annual site reviews are conducted, in addition to monthly meetings with the providers to ensure that requirements are being met and that the CES Management Entity provider is successfully implementing CES policies set by the CES Committee and FMCoC.

Staffing to Support CES Management Entity Role

The CES Management Entity role will be administered by the CAO and overseen by the CAO Homelessness Program Manager, serving as liaison with the CoC Board and jurisdictions, and managing CES Management Entity activities and associated funding streams. The County will leverage existing CoC support staff to support oversight of the CES Management Entity role. Additional dedicated County staff positions to support the work of the CES Management Entity will be incorporated as necessary once the County applies for and receives the CoC CES Management Entity grant. The County's extensive experience in managing procurement and application processes means the County is well equipped to ensure that a complete and responsive CoC CES Management Entity funding application is submitted timely each year.

In addition to providing staffing necessary to oversee the CES Management Entity function, the County will coordinate with the CoC to develop an appropriate staffing plan and corresponding budget for CES Management Entity operations. The County anticipates selecting a subrecipient to perform the duties of

the CES Management Entity and will require that bidders demonstrate a match commitment in their response to requests for proposals. Should the County determine that it is more feasible to perform CES Management Entity services with internal staff, the County will meet the necessary matching requirement with in-kind services or expenses.

If selected, and upon approval by the County of Fresno Board of Supervisors, the County will coordinate closely with the FMCoC Board of Directors and General Membership to carry out the responsibilities of the CES Management Entity in alignment with the FMCoC's Written Standards and the CES policies and procedures.

Thank you for your consideration.

Sincerely,

Paul Nerland
County Administrative Officer
County of Fresno