Homeless Housing, Assistance and Prevention Program (HHAP-3)

Local Homelessness Action Plan for the Fresno-Madera Continuum of Care, City of Fresno, and Counties of Fresno and Madera

June 21, 2022

Table 5. Funding Plans

Activity to be funded by HHAP-3 (choose from drop down options)	Eligible Use Categories Used to Fund Activity										Total Funds Requested:	Description of Activity
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase privacy	10. Administrative (up to 7%)		
Non-Congregate Shelter/ Interim Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,122,178.50	$ -	$ -	$ 3,122,178.50	12 months of Triage Center emergency shelter services (64 bed capacity); 12 months of Bridge Houisng services (33 bed capacity); 36 months of Triage Center emergency shelter services in Madera County (7 bed capacity); 24 months of Youth Bridge Housing (12 bed capacity)
Diversion and Homelessness Prevention	$ -	$ -	$ -	$ -	$ -	$ -	$ 402,000.00	$ -	$ -	$ -	$ 402,000.00	12 months of Diversion services (300 individuals served annually)
Rental Assistance	$ 2,192,755.96	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,192,755.96	24 months of Rapid Rehousing services (60 individuals served annually); 24 months of Youth Rapid Rehousing (11 clients served annually)
Outreach and Engagement	$ -	$ -	$ 542,451.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 542,451.00	Street outreach services to engage and provide services to unsheltered individuals and families
Administrative Activities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 471,136.54	$ 471,136.54	Grant administration and oversight of subrecipient service agreements
Totals:	$ 2,192,755.96	$ -	$ 542,451.00	$ -	$ -	$ -	$ 402,000.00	$ 3,122,178.50	$ -	$ 471,136.54	$ 6,730,522.00	

Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis

The gap assessment identified an ongoing need for interim shelter beds, street outreach services, rapid rehousing rental assistance, and homelessness prevention and diversion services. HHAP-3 funding will support the following services for those experiencing or at-risk of homelessness across the region: street outreach to engage and provide services to unsheltered individuals and families, rapid rehousing services to provide medium-term rental assistance and housing case management, landlord engagement services to expand available housing inventory, Triage Centers to provide emergency shelter and intensive case management, Bridge housing to provide interim housing for households awaiting placement in permanent housing, diversion services to quickly connect households seeking shelter services with permanent housing and avoid entering homelessness, and services tailored to homeless youth ages 18 - 24, including youth-targeted Bridge housing and rapid rehousing for housing relocation and stabilization services.

Table 6. Budget Template

California Interagency Council on Homelessness
CAL ICH

HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3
BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:	Fresno Madera Continuum of Care (CA-514)/County of Fresno	Applying Jointly? Y/N	Y
Administrative Entity Name:	County of Fresno	Total Allocation	$ 6,730,522.00

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	$ -	$ 898,774.50	$ 898,774.50	$ -	$ 58,680.46	$ 1,856,229.46	$ 898,774.50	$ 957,454.96
Rapid rehousing: youth set-aside	$ -	$ -	$ 168,263.25	$ 168,263.25	$ -	$ 336,526.50	$ 84,131.63	$ 252,394.87
Operating subsidies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operating subsidies: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street outreach	$ -	$ -	$ -	$ 542,451.00	$ -	$ 542,451.00	$ -	$ 542,451.00
Street outreach: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Services coordination	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Services coordination: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Systems support	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Systems support: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Delivery of permanent housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Delivery of permanent housing: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Prevention and shelter diversion	$ -	$ -	$ 402,000.00	$ -	$ -	$ 402,000.00	$ -	$ 402,000.00
Prevention and shelter diversion: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interim sheltering	$ -	$ 637,362.00	$ 1,948,290.00	$ 100,000.00	$ 100,000.00	$ 2,785,652.00	$ 497,808.60	$ 2,287,843.40
Interim sheltering: youth set-aside	$ -	$ -	$ 168,263.25	$ 168,263.25	$ -	$ 336,526.50	$ 84,131.63	$ 252,394.87
Shelter improvements to lower barriers and increase privacy	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Shelter improvements: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Administrative (up to 7%)	$ -	$ -	$ 235,568.27	$ 235,568.27	$ -	$ 471,136.54	$ 117,784.14	$ 353,352.40

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL FUNDING ALLOCATION		
TOTAL FUNDING ALLOCATION						$ 6,057,469.00	$ 1,514,367.24	$ 4,543,101.76

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL		
Youth Set-Aside (at least 10%)	$ -	$ -	$ 336,526.50	$ 336,526.50	$ -	$ 673,053.00	$ 168,263.26	$ 504,789.74

COMMENTS:

Table 7. Outcome Goals

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.

Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People	Increase as % Change from Baseline
3793	1137	30%

Optional Comments
Due to significant steady increase in number of people accessing services who are experiencing homelessness from 2018 to 2020 (+71%), the regional partners will plan to reduce the rate of increase for those experiencing homelessness from 71% to 30% for the period of July 1, 2020 through June 30, 2024, rather than an overall reduction of those accessing homeless services. Additionally, increased Street Outreach services will expand access to homeless services resources for those who are experiencing homelessness with the goal of connecting them to successful placements from unsheltered homelessness.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
4.4% of total population is Black or African American, but 23.5% of homeless population is Black or African American. The regional partners will plan to expand access to services for Black or African American people experiencing homelessness by 15% or an increase of 113. To help meet this goal, the Fresno Madera Continuum of Care (FMCoC) will utilize the Coordinated Entry Assessment Tool ad hoc committee to develop and implement a Coordinated Entry Assessment tool that equitably evaluates vulnerability among Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color.	For Black or African American homeless population, increase in # of people: 113; Increase as % of baseline: +15%; benchmark: 867

Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis

Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
2681	215	8%

Optional Comments
The rate of unsheltered homelessness has increased significantly since 2018 (+59%) and shelter capacity is expected to drop significantly following the closure of the COVID shelters and the conversion of Roomkey facilities to permanent housing.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
4.4% of the total population is Black or African American, but 16% of the unsheltered homeless population is Black or African American. The regional partners will plan to reduce the number of Black or African American people experiencing unsheltered homelessness by 15% or a reduction of 65 individuals. Additionally, 1.2% of the general population is American Indian or Alaska Native, but 10% of the unsheltered homeless population is American Indian or Alaska Native. The regional partners will plan to reduce the number of American Indian or Alaska Native people experiencing unsheltered homelessness by 15% or a reduction of 41 individuals. To help achieve these goals, the FMCoC in partnership with the City and County of Fresno and the County of Madera will develop a system of ongoing analysis regarding equitable access to shelter facilities of Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color utilizing data from HMIS and HDIS and input from community partners and the Lived Experience Advisory Board.	For Black or African American homeless population, decrease in # of people experiencing unsheltered homelessness: 65, decrease as % of baseline: -15%, benchmark: 367; for American Indian or Alaska Native homeless population, decrease in # of people experiencing unsheltered homelessness: 41, decrease as % of baseline: -15%, benchmark: 233

Outcome Goal #2: Reducing the number of persons who become homeless for the first time.		
Baseline Data: **Annual Estimate of # of people who become homeless for the first time**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Reduction in # of People	**Reduction as % Change from Baseline**
2081	208	10%
Optional Comments		
The number of those who become homeless for the first time has risen considerably since 2018 (+35%), however the newly homeless population represents 55% of the total homeless population. Newly homeless individuals are accessing emergency shelter services at a much higher rate than in previous years indicating the need for effective diversion strategies at access sites.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
4.4% of the general population is Black or African American, but 19% of the newly homeless population is Black or African American. The regional partners will plan to reduce the number of Black or African American people who become homeless for the first time by 10% or a reduction of 40 individuals. To help inform the efforts to meet this goal, the FMCoC in partnership with the City and County of Fresno and the County of Madera will engage with individuals experiencing homeless and formerly homeless persons in the community to develop a paid Lived Experience Advisory Board of Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color who regularly convene, with one member serving on the FMCoC Board of Directors with voting rights.		For Black or African American homeless population, reduce the # of persons who become homeless for the first time by 40; decrease as a % of baseline: 10%; benchmark: 355

Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.		
Baseline Data: **Annual Estimate of # of people exiting homelessness into permanent housing**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Increase in # of People	**Increase as % Change from Baseline**
1185	178	15%
Optional Comments		
Total number of exits to permanent housing has increased since 2018, but the success rate has decreased by 8%. Likewise, success rates from interim shelter programs have fallen by 8% and represent a greater percentage of total exits as compared with 2018. This decrease may be due to increased shelter capacity as part of the COVID response that did not always have corresponding intensive housing case management. More people were seeking shelter during the pandemic who may not have been ready for permanent housing causing exits from shelter to stagnate amid COVID.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:
An assessment of internal 2019-2020 data on exits to permanent housing from Permanent Supportive Housing, Rapid Rehousing, Transitional Housing, Emergency Shelter, and Street Outreach projects shows that the rate of exits to permanent housing for both Asian and American Indian or Alaska Native homeless populations was 14% as compared to the average of 35% for all populations. In particular, exits from emergency shelter were significantly lower than the average of 39% - the exit success rate was 27% for the Asian population and 18% for the American Indian or Alaska Native population. Exact baseline data for the number of exits to permanent housing for the Asian homeless population is not available due to the small population size, but it is estimated to be fewer than 10 individuals. The regional partners will plan to increase the number of Asian people who exit homelessness to permanent housing by 11 individuals and increase the number of American Indian or Alaska Native people who exit homelessness to permanent housing by 10 or 33% of the baseline of 30. To help meet this goal, the FMCoC in partnership with the City and County of Fresno and the County of Madera will develop a system of ongoing analysis regarding equitable exits to permanent housing for Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color utilizing data from HMIS and HDIS and input from community partners and the Lived Experience Advisory Board.		For the Asian population, increase the # of persons who exit homelessness to permanent housing by 11; increase as a % of baseline: N/A; benchmark: 11. For the American Indian or Alaska Native population, increase the # of persons who exit homelessness to permanent housing by 10; increase as a % of baseline: 33%; benchmark: 40.

Outcome Goal #4: Reducing the length of time persons remain homeless.		
Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Decrease in Average # of Days	**Decrease as % Change from Baseline**
84	8	10%
Optional Comments		
The average length of time persons remain homeless increased by 53% since 2018, although no change was recorded between 2018 and 2019. Moreover, the length of time homeless for interim shelter projects increased by 109% from 2018 and is up to 102 days according to internal data from the 2021 System Performance Measures. COVID may have impacted length of time homeless measures due to increased shelter capacity with only limited corresponding navigation services as well as a slow-down in the housing search and placement process due to social distancing protocols.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
The length of time homeless for Black or African American homeless population is 11% higher than the average (93 days). The length of time homeless for Asian homeless population is 25% higher than the average (105 days). The regional partners will plan to reduce the length of time Black or African American people remain homeless by -15% or 6 days and reduce the length of time Asian people remain homeless by 15% or 16 days. To help meet this goal, the FMCoC will utilize the Coordinated Entry Assessment Tool ad hoc committee to develop and implement a Coordinated Entry Assessment tool that equitably evaluates vulnerability among Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color.		For Black or African American population, reduce average length of time persons remain homeless by 15% or 6 days, benchmark: 87 days; For Asian population, reduce average length of time persons remain homeless by 15% or 16 days, benchmark: 89 days

Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.		
Baseline Data: **% of people who return to homelessness after having exited homelessness to permanent housing**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Decrease in % of People who return to Homelessness	**Decrease as % Change from Baseline**
12%	2%	17%
Optional Comments		
The % of people who returned to homelessness within 6 months increased by 50% since 2018, but no change was recorded between 2018 and 2019. Internal data shows a lower rate of returns to homelessness (6%) than the Cal ICH baseline – per the State's guidance, this is likely due to inclusion of exits and returns from all homeless services programs, rather than just Emergency Shelter, Safe Harbor, Transitional Housing, Street Outreach, and Rapid Rehousing/Permanent Supportive Housing programs. Returns from interim shelter programs have increased by 81% since 2018 (from 11% to 20%).		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		**Describe the trackable data goal(s) related to this Outcome Goal:**
Returns to homelessness for American Indian or Alaska Native (14%) and Black or African American populations (13%) are slightly higher than the average for the homeless population overall (12%). Strategies for achieving related goals include: Promoting diversity in street outreach services staff which has led to greater engagement with services for underserved populations. The more those experiencing homelessness can identify with those providing services the higher the success rate to accepting and participating in programs.		For Black or African homeless population, decrease in % of people who return to homelessness: 3%, decrease as percentage change from baseline: 23%, benchmark: 10%; for American Indian or Alaska Native population, decrease in percentage of People who return to homelessness: 4%, decrease as percentage change from baseline: 29%, benchmark: 10%.

Outcome Goal #6: Increasing successful placements from street outreach.		
Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Increase in # of People Successfully Placed from Street Outreach	**Increase as % of Baseline**
99	5	5%

Optional Comments
The number of successful placements has decreased since 2018, however internal data from 2021 shows a dramatic increase in both successful placements and exit success rates from street outreach. Expanded street outreach services are expected to result in increased engagement with those living on the street over the next few years. In 2021 there was an increase of successful placements due to the success of Project Offramp. The City of Fresno is a recipient of the Encampment Resolution Funding with a goal to successfully house 26 individuals, which accounts for the conservative goal set for HHAP-3.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Internal data for CY2020 Street Outreach projects show that Asian (39), American Indian or Alaska Native (91), Native Hawaiian or Other Pacific Islander (13) populations received services, but no successful placements for these populations were reported by Cal ICH. Collectively these populations represent 11% of the individuals served in Street Outreach programs in 2020. Exact Cal ICH baseline data for the number of successful placements from street outreach for the Asian, American Indian or Alaska Native, and Native Hawaiian or Other Pacific Islander homeless populations is not available due to the small population size, but it is estimated to be fewer than 3 individuals for each population. The regional partners will plan to increase successful placements for the Asian population by 4, American Indian or Alaska Native by 9, and Hawaiian Native or Other Pacific Islander by 1. To help achieve these goals, the FMCoC in partnership with the City and County of Fresno and the County of Madera will develop a system of ongoing analysis regarding equitable access to shelter facilities of Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color utilizing data from HMIS and HDIS and input from community partners and the Lived Experience Advisory Board. The FMCoC will also utilize the Coordinated Entry Assessment Tool ad hoc committee to develop and implement a Coordinated Entry Assessment tool that equitably evaluates vulnerability among Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color.	For the Asian homeless population, increase in # of people successfully placed from street outreach: 4, increase as percentage change from baseline: N/A, benchmark: 4; for American Indian or Alaska Native homeless population, increase in # of people successfully placed from street outreach: 9, increase as percentage change from baseline: N/A, benchmark: 9; for Native Hawaiian or Other Pacific Islander homeless population increase in # of people successfully placed from street outreach: 1, increase as percentage change from baseline: N/A, benchmark: 1

Table 8. Strategies to Achieve Outcome Goals

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Expand prevention services and target funds to those most likely to enter homelessness; implement and reinforce diversion strategies throughout the homelessness system to prevent households from entering homelessness; expand street outreach services to connect additional people to services; increase successful placements from Street Outreach (as outlined in Outcome Goal #6); increase successful exits from interim shelter programs through emphasis on housing focused intensive services while reducing length of time spent in shelter.	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe July 1, 2021 - June 30, 2024	
Entities with Lead Responsibilities Fresno-Madera Continuum of Care, City of Fresno, County of Fresno, County of Madera	☐ 4. Reducing the length of time persons remain homeless.
Measurable Targets	
1a: Increase # of people accessing services who are experiencing homelessness by 1137 individuals (or an 30% increase from the CY2020 baseline of 3793), benchmark target: 4930; for the Black or African American homeless population, increase # accessing services who are experiencing homelessness by 113 individuals (or a 15% from the CY2020 baseline of 754); benchmark target: 867. **1b:** Reduce # of persons experiencing unsheltered homelessness daily by 215 individuals (or 8% decrease from the CY2020 baseline of 2681), benchmark target: 2466; For Black or African American homeless population, decrease in # of people experiencing unsheltered homelessness: 65 (or a 15% decrease from the CY2020 baseline of 432), benchmark target: 367; for American Indian or Alaska Native homeless population, decrease in # of people experiencing unsheltered homelessness: 41 (or a 15% from the CY2020 baseline of 274), benchmark target: 233.	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Increase prevention services and target funds to those most likely to enter homelessness; implement and reinforce diversion strategies throughout the homelessness system to prevent households from entering homelessness.	☐ 1. Reducing the number of persons experiencing homelessness. ☑ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe July 1, 2021 - June 30, 2024	☐ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities Fresno-Madera Continuum of Care, City of Fresno, County of Fresno, County of Madera	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets Reduce the # of persons who become homelss for the first time by 208 individuals (or a 10% reduction from the CY2020 baseline of 2081), benchmark target: 1873; For Black or African American homeless population, reduce the # of persons who become homeless for the first time by 40 (or a 10% decrease from the CY2020 baseline of 395); benchmark target: 355	☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description improve exits from interim shelter, emphasize housing focused case management services; increase housing resources and improve connections between shelter programs and housing resources.	☐ 1. Reducing the number of persons experiencing homelessness.
	☐ 2. Reducing the number of persons who become homeless for the first time.
Timeframe July 1, 2021 - June 30, 2024	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities Fresno-Madera Continuum of Care, City of Fresno, County of Fresno, County of Madera	☐ 4. Reducing the length of time persons remain homeless.
Measurable Targets Increase the # of persons exiting homelessness into permanent housing by 178 individuals (or a 15% increase from the CY2020 baseline of 1185), benchmark target: 1363. For the Asian homeless population, increase the # of persons who exit homelessness to permenant housing by 11 individuals (% increase not available); benchmark target: 11. For the American Indian or Alaska Native homeless population, increase the # of persons who exit homelessness to permanent housing by 10 individuals (% increase not available); benchmark target: 40	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
	☐ 6. Increasing successful placements from street outreach.
	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Continue to apply for and use grants and other available sources of funding to support ongoing operations and services at emergency shelters, transitional housing, Triage Centers, street outreach and navigation; improve representation of underserved populations within all systems in an effort to improve access, delivery, and participation in service programs; increase housing navigation and other housing resources to increase shelter outflow and inflow; expand landlord engagement services to increase housing units available to homeless population; explore shared housing options to increase affordability for households moving to permanent housing. The City of Fresno established the Homeless Assistance Response Team (HART) in January 2022, a multi-departmental, cross-sector collaboration providing a humane response to encampments throughout the city. Since those living in encampments are most at risk due to the compounding of negative factors, resolving encampments is HART's top priority. The encampment resolution process that serves people living in encampments begins with seven to thirty days of street outreach, during which time, services and housing are offered.	☐ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing. ☑ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe July 1, 2021 - June 30, 2024	
Entities with Lead Responsibilities Fresno-Madera Continuum of Care, City of Fresno, County of Fresno, County of Madera	☐ 6. Increasing successful placements from street outreach.
Measurable Targets Reduce the average length of time (in # of days) persons remain homeless by 8 days (or a 10% decrease from the CY2020 baseline of 84 days), benchmark target: 76 days. For the Black or African American homeless population, reduce the average length of time persons remain homeless by 6 days (or 15% of the CY2020 baseline of 93), benchmark: 87 days; for the Asian homeless population, reduce the average length of time persons remain homeless by 16 days (or 15% of the CY2020 baseline of 105 days, benchmark target: 89 days	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Improve the quality of exits from programs; increase access to continued services such as case management and make available other subsidies. Examine diversion strategies and meaningful placement, improve the continuation of services once placed to assure success. Increase funding for rapid rehousing and potentially offer longer periods of assistance to improve housing retention, increase focus and support for employment and other income increases as a means to maintain housing stability.	☐ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing. ☐ 4. Reducing the length of time persons remain homeless. ☑ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. ☐ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Timeframe July 1, 2021 - June 30, 2024	
Entities with Lead Responsibilities	
Fresno-Madera Continuum of Care, City of Fresno, County of Fresno, County of Madera	
Measurable Targets	
Reduce the percentage of persons who returnt to homelessness after exiting to permanent housing by 2% (or a 17% decrease from the CY2020 baseline of 12%), benchmark target: 10%. For the Black or African population, reduce the % of people who return to homelessness by 3% (or a 23% decrease from CY2020 baseline of 13%), benchmark target: 10%; for the American Indian or Alaska Native population, reduce the % of people who return to homelessness by 4%, (or a 29% decrease from the CY2020 baseline of 14%, benchmark target: 10%.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description Streamline admissions and review low barrier policies for emergency shelter and permanent housing programs to ensure alignment with Housing First; expand street outreach services and identify creative approaches for locating people not connected to services; improve resources to help households locate housing units in the community. The City's HART program incorporates street outreach service providers with lived experiences and representatives from underserved populations. The HART program provides compassionate, responsive, lawful, and effective outreach to connect unhoused persons and families with permanent housing and promptly resolve the quality-of-life issues affecting residents and businesses.	☐ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing. ☐ 4. Reducing the length of time persons remain homeless. ☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Timeframe July 1, 2021 - June 30, 2024	☑ 6. Increasing successful placements from street outreach.
Entities with Lead Responsibilities Fresno-Madera Continuum of Care, City of Fresno, County of Fresno, County of Madera	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Measurable Targets Increase the number of successful placements from street outreach by 5 individuals (or a 5% increase from the CY2020 baseline of 99), benchmark target: 104. For Asian population, increase the # of people successfully placed from street outreach by 4 (increase as percentage change from CY2020 baseline not avaliable), benchmark target: 4; for American Indian or Alaska Native population, increase the # of people successfully placed from street outreach by 9 (increase as percentage change from CY2020 baseline not avaliable), benchmark target: 9; for Native Hawaiian or Other Pacific Islander population increase the # of people successfully placed from street outreach by 1 (increase as percentage change from CY2020 baseline not avaliable)benchmark target: 1	