

HHAP-5 – Regionally Coordinated Action Plan

2.1 Participating Jurisdictions' Roles and Responsibilities

Outreach and Site Coordination

City of Fresno

The City of Fresno utilizes local, state, and federal funding to support street outreach and encampment resolution services within metro Fresno. The City's HHAP funding allocation supports the Homeless Outreach Progressive Engagement Team (HOPE Team). The HOPE team works with the City's Homeless Assistance Response Team (HART), code enforcement, Public Works/Solid Waste department, Police Department, the CoC's Coordinated Entry System (CES), and homeless service providers to effectively engage, serve, and stabilize the most vulnerable and at-risk individuals experiencing unsheltered homelessness and to resolve encampments within Fresno city limits.

The City's Homeless Assistance Response Team (HART) is comprised of four components:

- 1) Outreach (HOPE)
- 2) Police Response (HART PD)
- 3) Code Enforcement (HART CODE)
- 4) Sanitation (HART Sanitation)

Each section of HART is responsible for a different aspect of encampment resolution. The Homeless Outreach Progressive Engagement (HOPE) team provides street outreach throughout the City of Fresno. The City currently contracts with a local non-profit, the Poverello House, to provide street outreach services. HART PD provides law enforcement services at locations where temporary encampments have been constructed by individuals that are not legally permitted to occupy the property. HART PD will respond to such encampments in accordance with local ordinances. HART CODE provides code enforcement services to encampment locations where conditions of the encampment require additional notification or case management services. This consists primarily of notification to

responsible parties and encampment occupants. HART Sanitation provides trash and or debris removal services including collection and storage of any unattended personal property of value at encampment locations. Depending on the nature of the service request, team sections can act independently or collectively to address encampment locations.

The HOPE Team connects individuals and families experiencing homelessness with services that may include screening, assessment, crisis intervention, community referrals and linkages to interim shelter, and short-term case management. The HOPE team dispatcher receives referrals from the City of Fresno and assign HOPE Team members to the identified encampment locations to provide outreach services. The HOPE Team collaborates with other jurisdictions such as Fresno Irrigation District, Caltrans, the County of Fresno, the Downtown Association, and other regional agencies to provide outreach to people experiencing homelessness.

Additionally, the City's Encampment Resolution Fund project supports robust outreach services to the Downtown Encampment area in metro Fresno, engaging with unsheltered individuals to administer an initial screening to identify immediate emergency needs, provide linkages to shelter and housing resources through the CES. Encampment residents that are awaiting or are otherwise ineligible for shelter receive "street navigation" to develop a housing plan with street navigation outreach staff to expedite the process of connecting with permanent housing.

County of Fresno

The County of Fresno's homeless encampment resolution process includes coordination with other jurisdictions and agencies. When an encampment is reported to the County of Fresno through its Homeless Response website, a report with a risk number is generated and then reviewed by County staff. Once reviewed the report is triaged to the appropriate agencies. Often these agencies are outside of the County of Fresno's jurisdiction. The County of Fresno has coordinated and communicated with its cities and other jurisdictions like the railroad companies, Caltrans, irrigation districts and the neighboring County of Madera to establish a triaging process of homeless encampment reports that fall within those jurisdictions. The County of Fresno homeless encampment resolution process also includes the component of noticing and outreach services. If a homeless encampment falls within the unincorporated jurisdiction of the County of Fresno, the agencies involved in the encampment resolution response effort include, but are not limited to, the County Administrative Office, the Sheriff's Office, the Environmental Health Division, Code Enforcement, the Outreach team, and County Counsel. These County agencies meet regularly to coordinate and prioritize homeless encampment response. Once an encampment has been formally noticed by the Sheriff's Office an outreach team is sent out to offer services including transportation and linkage to the Coordinated Entry System locations. In addition to these linkages, the outreach team can also do mental health screenings, provide food, water and hygiene products as well as offer other service to lower barriers to housing including ID vouchers. The Department of Behavioral Health utilizes HHAP and ARPA funding to provide outreach, engagement, and linkage services to individuals experiencing homelessness in the rural and unincorporated

areas of Fresno County through the Projects for Assistance in Transition from Homelessness (PATH) program. This program is currently operated by Kings View, Corporation, a local provider and is targeted to adults experiencing serious mental illness and/or co-occurring substance use disorders who are homeless or at imminent risk of becoming homeless.

County of Madera

The County of Madera recently published a homelessness website within the main county website. Through this website, the public can identify encampments for outreach services, and submit referral forms to CAMPC's H.E.L.P Center. The County of Madera Sheriff's Office, Social Services Department, Behavioral Health, and Public Health coordinate with CAPMC and other local agencies when an encampment has been identified. A combination of supportive services are provided as needed.

Fresno Madera Continuum of Care

Through the HUD CoC Grant, the FMCoC funds the Coordinated Entry Management Entity. This entity, through Poverello House, employs the housing matcher and community coordinator positions for the Coordinated Entry System, and works actively in the community to connect clients with navigators and complete match requests as well as oversee the training for homeless services providers across the continuum. Most recently, the entity has worked to create referrals for homeless services staff to connect clients with navigators funded through the Housing and Homelessness Incentive Program (HHIP), to ensure that these services are accessible to clients when no placements are available in community shelters. Additionally, the Coordinated Entry Subcommittee meets bi-monthly to evaluate community performance and address bottlenecks in the system, making recommendations to the FMCoC Board of Directors as appropriate. The FMCoC will also support outreach services through the CAPMC H.E.L.P. Center.

Regional Coordination - Outreach and Site Coordination

The regional jurisdictions are committed to providing comprehensive outreach services and site coordination to individuals experiencing and at-risk of homelessness throughout the region. The regional jurisdictions will coordinate encampment resolution efforts where jurisdictional boundaries intersect and will collaborate with the Coordinated Entry System to connect those engaged with supportive services and housing resources.

Land Use and Development

City of Fresno

The City of Fresno's Planning and Development Department carries out its land use functions through its Development Services Section, which is responsible for formulation and updates of the General Plan (including the Housing Element), Specific Plans and Community Plans that guide the City's growth and change in both developed and undeveloped areas. These plans are utilized by the public, other City departments, the Planning Commission and the City Council to plan and build public improvements that will guide private investment, and to improve the quality of life for community residents. In addition, entitlement applications are reviewed and conditioned to ensure consistency with applicable plans and the Development Code, and construction plans are reviewed to ensure compliance with fire, life, health, safety, accessibility and occupancy requirements. The Department also includes Community Development, Housing Production and Finance, and Homeless Services that provide funding for the production of affordable housing and related community infrastructure and shelter and support for individuals experiencing homelessness.

City of Fresno staff actively pursue various funding opportunities that align with community needs and facilitate affordable housing development. Recent examples of funding sources include Local Housing Trust Fund match dollars, Project Homekey, and the Encampment Resolution Fund program. Regarding identification of surplus land, City of Fresno staff currently maintain a list of all City owned parcels, which vary in current uses and planned uses from parks, pump stations, vacant land, etc. From this list, staff perform due diligence on select parcels that are best suited for affordable housing development. For parcels determined to be suitable for affordable housing development, staff explore disposition pursuant to the California Surplus Land Act.

County of Fresno

The County of Fresno, through its Department of Public Works and Planning, reviews building permits and discretionary land use and subdivision map applications, makes recommendations to the County's Planning Commission and Board of Supervisors regarding land use, building, subdivision, and zoning matters, and administers the County's General Plan (which includes the Housing Element) and Community Plans for unincorporated areas of the County. The County coordinates with other jurisdictions on regional land use and resource management items and certain discretionary land use applications which fall within a city's sphere of influence. When Federal/State funds are available, the County also provides loans to support the construction and rehabilitation of affordable housing.

County of Madera

The County of Madera's Community & Economic Development (CED) Department consists of the following divisions: Environmental Health, Planning, and Building. Through its Environmental Health Division, the County provides programs for land use and development. The Planning Division administers County Affordable Housing and Economic Development Programs including CDBG and NSP, as Federal and State funding is made available and/or awarded to the County. Planning is also responsible for preparing and updating the County's General Plan for the land use and physical development of the County and for executing this Plan. The Building Division reviews construction permits, plans for new development, and conducts building inspections. These three divisions work together to make recommendations to the County's Planning Commission and the Board of Supervisors.

FMCoC

The FMCoC serves a critical role in informing the community of the needs for households experiencing homelessness. From coordinating the Point-in-Time Count, to improving and analyzing HMIS data, the various subcommittees and Board of Directors of the CoC work to inform the City of Fresno and Counties of Fresno and Madera of the housing needs in the community. Once housing projects are developed and funded, the FMCoC CES Management Entity ensures that households are connected to services and matched to appropriate housing interventions, resulting in prioritized referrals to projects as they come online.

Regional Coordination – Land Use and Development

The regional jurisdictions will use and develop available land in alignment with their General Plans (including the Housing Element) and other applicable ordinances to address and end homelessness in the region. The regional jurisdictions will explore further opportunities to collaborate on use of available land to address homelessness and continue to seek input from community stakeholders on housing needs for those experiencing homelessness.

Devel. Of Shelter, Interim, and Permanent Housing Options

City of Fresno

Recognizing the ongoing need to address unsheltered homelessness and create pathways to housing for people experiencing homelessness, the City of Fresno has committed significant resources to develop and maintain interim shelter and permanent housing capacity in the community and will continue to pursue funding opportunities to address these needs.

The City's Homekey Round 2 award is currently supporting 295 interim housing beds and supportive services. Additionally, the City has committed a substantial percentage of its HHAP allocations to establish and maintain support for interim shelter capacity in the community. The City's HHAP funding provides 380 emergency shelter beds annually and the City's Encampment Resolution Fund (ERF) awards and American Rescue Plan Act (ARPA) funding have been leveraged to secure an additional 155 interim shelter beds for encampment residents in the Downtown Encampment Area. All City-funded shelter and interim housing programs are designed to provide housing focused wraparound services intended to quickly connect households experiencing homelessness with permanent housing and link them to all available resources to ensure they are able to maintain their housing once exiting the shelters.

In addition to ongoing support for shelter capacity, the City plans to invest in Rapid Rehousing subsidies including vouchers for Room and Board housing placements through its HHAP Round 5 allocation. The City will also apply for the Encampment Resolution Fund Round 3 grant to provide Rapid Rehousing subsidies and supportive services for those experiencing unsheltered homelessness in encampments. Increased investment in Rapid Rehousing services will supplement the existing pathways to permanent housing.

City of Fresno staff actively pursue various funding opportunities that align with community needs and facilitate affordable housing development. Recent examples of funding sources include Local Housing Trust Fund match dollars, Project Homekey, American Rescue Plan, Permanent Local Housing Allocation Program, and the Encampment Resolution Fund (ERF) program. The City's Homekey Round 3 award will support the development of a modular multifamily new construction project that will create 95 permanent housing units, along with one manager unit. 35 units in this project will serve people experiencing homelessness, and 60 units will serve homeless youth and youth at risk of homelessness. The City's ERF Round 1 and 2 allocations include funding for the development of permanent affordable housing units for formerly homeless individuals including 52 tiny home units and the conversion of a motel into 33 affordable housing units.

County of Fresno

The Fresno County Department of Behavioral Health (DBH) partnered with the Fresno Housing Authority and Upholdings, LLC for the development of The Arthur at Blackstone, Avalon Commons, Crossroads Village and Libre Commons developments. DBH applied to Housing and Community Development and received No Place Like Home (NPLH) awards in the amount of \$3,499,685 for The Arthur at Blackstone, \$2,183,000 for Avalon Commons, \$20,000,000 for Crossroads Village and \$11,922,685 for Libre Commons that were allocated toward the construction of these developments. Additionally, DBH has a 20-year commitment to provide Specialty Mental Health Services and Housing Supportive Services for all tenants living at these sites. Through HHAP funding, the County, in partnership with the FMCoC, is currently funding 121 shelter beds: 12 interim shelter beds for youth; 12 triage emergency shelter beds in Madera County; 64 triage emergency shelter beds in Fresno County; 20 family emergency shelter rooms; and 33 interim shelter (bridge) beds; along with 66 project-based rapid rehousing units and a rural, tenant-based rapid rehousing project with a capacity of 15 households. Services at a similar level are being procured, and will continue, effective July 1, 2024, when existing contracts expire in June of 2024. The Department of Social Services (DSS) is also using HHAP4 funding to extend CalWORKs Homeless Assistance stays beyond 16 days. These extended stays are coupled with CalAIM services to help ensure that households are connected to permanent housing or another appropriate housing interventions prior to exiting shelter. Each of the ESG, HDAP, CalWORKs HSP, Home Safe, and BFH funding serve as additional resources in the community for housing, employment, training, advocacy, and financial assistance. These allocations work alongside and in coordination with the CES to ensure DSS families and individuals are connected to all available resources and the most appropriate housing interventions. Additionally, the County participation in the FMCoC ensures a pathway to public assistance administered by the County, for households in need.

County of Madera

The County of Madera was approved for the CDBG-CV3 grant in the amount of \$843,595. The funding is being utilized for the Madera Rescue Mission (MRM) Triage Center project. The Triage Center will consist of prefabricated units, six single bedroom units and one two bedroom manufactured unit. The units will be placed in the residentially zoned land owned by and adjacent to MRM.

FMCoC

Through the HUD CoC Grant, the FMCoC requested \$7,982,048 for Rapid Rehousing and Permanent Supportive Housing programs. Through HHAP funding, the County, in partnership with the FMCoC, is currently funding 121 shelter

beds: 12 interim shelter beds for youth; 12 triage emergency shelter beds in Madera County; 64 triage emergency shelter beds in Fresno County; 20 family emergency shelter rooms; and 33 interim shelter (bridge) beds; along with 66 project-based rapid rehousing units and a rural, tenant-based rapid rehousing project with a capacity of 15 households. Services at a similar level are being procured, and will continue, effective July 1, 2024, when existing contracts expire in June of 2024. The FMCoC CES provides training, referrals, and match to all participating projects in the continuum. Additionally, the FMCoC will utilize HHAP-5 funding to support tenant-based Rapid Rehousing for 42 households in Madera County.

Regional Coordination - Devel. Of Shelter, Interim, and Permanent Housing Options

The regional jurisdictions have committed significant resources to develop and maintain adequate interim housing capacity and permanent housing options to address and end homelessness in the region. The jurisdictional partners will continue to pursue funding opportunities and other available resources to meet the housing needs of those experiencing homelessness in the community.

Coordination of & Connection to Service Delivery

City of Fresno

The City of Fresno requires all services providers funded with State and Federal homeless services dollars to provide wraparound services to those who present at triage centers/emergency shelters for homeless services or contacted during street outreach. The City is also working to expand opportunities for engagement with unhoused individuals through its mobile shower and street medicine partnerships. The City regularly engages with the community's lived experience advisory board, using insights from their expertise to improve connection to services for unsheltered individuals. The established relationships the service providers have with social services, justice entities, and other services have contributed to the long-term success of many placements out of homelessness. City administered projects are required to participate in the local CoC and accept referrals through the community's Coordinated Entry System (CES), ensuring that those experiencing homelessness are linked to the appropriate interventions to meet their housing crisis needs.

Additionally, the City's Encampment Resolution Fund (ERF) projects support robust outreach services to the Downtown Encampment area in metro Fresno, engaging with unsheltered individuals to administer an initial screening to identify

immediate emergency needs, provide linkages to shelter and housing resources through the CES. Encampment residents that are awaiting or are otherwise ineligible for shelter receive “street navigation” to develop a housing plan with street navigation outreach staff to expedite the process of connecting with permanent housing. The City’s ERF Round 2 project also funds a licensed clinician to provide mental health services to unsheltered individuals and facilitate linkages to other mental health services and resources.

The City for Fresno continues to collaborate on the use of funding for homeless services through the cross-jurisdictional planning team consisting of representatives from the City of Fresno, County of Fresno, County of Madera, and the Fresno Madera Continuum of Care previously established to coordinate HEAP services and subsequent Cal ICH funding. The City is working with its jurisdictional partners to continue to apply for and use grants and other available sources of funding to: 1) coordinate support for ongoing operations and services at emergency shelters, transitional housing, Triage Centers, street outreach and navigation; 2) improve representation of underserved populations within all systems in an effort to improve access, delivery, and participation in service programs; 3) increase housing navigation and access to other housing resources to increase shelter outflow and inflow; 4) expand landlord engagement services to increase housing units available to homeless population; and 5) explore shared housing options to increase affordability for households moving to permanent housing.

County of Fresno

The County of Fresno requires all HHAP-funded emergency shelters to provide wraparound services to all guests as well as serve as Coordinated Entry access sites. Access sites are an essential component of the CES wherein clients are triaged for acuity and immediate interventions available and referred to other necessary interventions, including diversion (also HHAP-funded). Additionally, the Department of Social Services Homeless Assistance Unit (HAU) assists CalWORKs clients in crisis, with CalWORKs Homeless Assistance, evaluates for assistance programs for which households may be eligible, but not receiving, and refers to access sites for further assessment and referral, as needed. Through HHAP funding, in 2024, the DSS HAU will become an initial screening and diversion site to offer access to services (including CalAIM resources) and diversion services on-site.

County of Madera

CAMPC’s H.E.L.P. Center connects those experiencing homelessness with services. The County of Madera Sheriff’s Office, Social Services Department, Behavioral Health, and Public Health coordinate with CAPMC and other local agencies to deliver a combination of supportive services as needed.

FMCoC

The FMCoC funds the CES Management Entity, through its HUD CoC Grant. This entity, which employs the housing matcher and community coordinator, co-chairs the CES subcommittee and takes the lead on identifying gaps in the system. The CES housing matcher and community coordinator, refer clients to navigators and complete match requests to connect clients to the appropriate housing interventions through referrals from participating FMCoC providers across all jurisdictions. The HMIS lead provides support to evaluate information in addressing data quality and system performance toward ending homelessness. Representatives from all jurisdictions participate in both the HMIS and CES subcommittees as well as on the FMCoC Board of Directors, to work together to coordinate service delivery across the continuum. Additionally, the FMCoC holds a weekly case conferencing meeting with housing providers wherein staff are provided with community resource information for referrals and upcoming housing opportunities for clients.

Regional Coordination - Coordination of & Connection to Service Delivery

The regional partners are coordinating the use of available funding and homelessness interventions to provide the full array of services, including interim and permanent housing solutions to people experiencing and at-risk of homelessness in the region. Services and housing resources are prioritized through the community's Coordinated Entry System to ensure that those experiencing homelessness are linked to appropriate services.

2.2 System Performance Measures and Improvement Plan

System Performance Measure 1a - Number of People accessing services who are experiencing homelessness: 8029

Key Actions to Improve Performance Measure 1a:

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The City of Fresno is providing expanded outreach services, including mobile shower services, mobile health clinic services, and mental health services provided by a licensed clinician for unhoused individuals throughout metro Fresno, creating opportunities to increase engagement with people experiencing homelessness and facilitate connections to housing services. Additionally, the mobile shower services are co-located with the UCSF mobile health clinic, providing street medicine services, and creating linkages to other health resources.	HHAP-3, ARPA, CDBG, ERF-2	State and Federal	City of Fresno	CES, County of Fresno, UCSF	9/30/2026	Success will be measured through number of successful placements from the mobile shower street outreach project and unique engagements at mobile shower sites as measured in HMIS.
The County of Madera is utilizing CDBG - CV 2/3 grant to build tiny homes which will consist of 6 single-bedroom and 1 two-bedroom units	CDBG - CV 2/3	State	Madera County	CAPMC, MRM	5/30/2024	Success will be measured through CAPMC by data collected on number of individuals in need of services
The County of Fresno will leverage the existing DSS Homeless Assistance Unit (HAU) to expand on services for those presenting in housing crisis. This will include making the HAU a CES initial screening site wherein clients can be assessed, connected with	HHAP-4, CalAIM, CalWORKs HSP, HDAP, Home Safe	State, Federal	County of Fresno	FMCoC	12/31/2024	HMIS data on the number of households accessing services; the number diverted from services; and the number entered into the CES.

<p>diversion services, and entered into the CES/HMIS. This will provide a more ready connection to services, particularly CalAIM services, and the CES. It will also decrease wait times by offsetting the number of households referred to other access sites, sharing the load in the community.</p>						
<p>The Fresno Madera Continuum of Care (FMCoC) Management Entity and CES sub-committee will continue to evaluate the effectiveness of the CES in connecting individuals and families on the street with CalAIM and other navigation services, to ensure that unsheltered households are also able to receive services.</p>	<p>HUD CoC, CalAIM, HHIP</p>	<p>State, Federal</p>	<p>FMCoC</p>	<p>County of Fresno, City of Fresno, County of Madera, Managed Care Plans and providers, FMCoC CES Subcommittee and CES Management Entity</p>	<p>6/30/2024</p>	<p>HMIS data on the number of households receiving services, including those connected to and receiving navigation</p>

System Performance Measure 7.1a - Racial and ethnic disparities among those accessing services who are experiencing homelessness: People who are Black or African American – 1624; People who are American Indian or Alaska Native – 365

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
------------	---	--------------	-------------	------------------------	----------------------------	--

The FMCoC will partner with Fresno State to implement a new assessment tool to help ensure more accurate vulnerability ratings and more appropriate matches to housing.	HHIP	State	FMCoC	County of Fresno, County of Madera, City of Fresno, Managed Care Plans	12/31/2024	Testing of new tool and comparing vulnerability scores and housing matches to previous data as related to marginalized populations.
---	------	-------	-------	--	------------	---

System Performance Measure 1b - Number of people experiencing unsheltered homelessness on a single night: 2338

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The City has committed significant resources to develop and maintain interim shelter capacity for those experiencing unsheltered homelessness through its Homekey Round 2 and HHAP grant allocations; the City will continue to support existing interim shelter with HHAP Round 5 funds through 2025.	Homekey, HHAP	State	City	CES	12/31/2025	Success will be measured through the regular unsheltered PIT Count conducted on at least a biennial basis. Additionally, success will be measured through regular tracking of shelter occupancy rates, both based on informal daily counts and the monthly PIT count as measured in HMIS.
With the HHAP funding awarded by the FMCoC, the County of Madera is funding two two-bedroom apartments at MRM for emergency	FMCoC HHAP 2&3	State	Madera County	FMCoC, CAPMC, MRM	12/30/2026	Success will be measured through the County's PIT count conducted annually

shelter to serve those experiencing unsheltered homelessness.						
The County of Fresno will use HHAP funding to extend shelter nights beyond the 16 days provided through CalWORKs Homeless Assistance, while connecting households to CalAIM supports to ensure that families accessing CalWORKs Homeless Assistance are connected with resources for permanent housing before exiting.	HHAP, CalAIM, HHIP CalWORKs HSP, HDAP, Home Safe	State, Federal	County of Fresno	FMCoC and contract service providers	12/31/2024	Unsheltered PIT Count data; HMIS data on the number of households accessing services; the number who exited to permanent housing and the number who retained permanent housing.
The FMCoC will continue to fund triage emergency shelter services, leveraging CalAIM funding to increase connections with street navigation and increasing the number of shelter beds able to be funded.	HHAP, CalAIM, HHIP	State, Federal	FMCoC	County of Fresno, City of Fresno	6/30/2024	Unsheltered PIT Count data; HMIS data on the number of available shelter beds, the number served in emergency shelter, and the number exiting to permanent housing from street navigation.

System Performance Measure 7.1b - Racial and ethnic disparities among those accessing services who are experiencing homelessness: People who are Black or African American – 273; People who are American Indian or Alaska Native – 233

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
------------	---	--------------	-------------	------------------------	----------------------------	--

The FMCoC will partner with Fresno State to implement a new assessment tool to help ensure more accurate vulnerability ratings and more appropriate matches to housing.	HHIP	State	FMCoC	County of Fresno, County of Madera, City of Fresno, Managed Care Plans	12/31/2024	Testing of new tool and comparing vulnerability scores and housing matches to previous data as it relates to marginalized populations.
The FMCoC will utilize the LEAB and the new assessment tool to identify barriers to accessing services for members of marginalized populations and work to make changes in the system or service delivery to improve upon access for these populations.	HHAP	State	FMCoC	County of Fresno, County of Madera, City of Fresno	12/31/2024	HMIS data regarding marginalized populations accessing services
The FMCoC will participate in technical assistance provided by HCD to develop a plan to engage the local tribes in the jurisdiction, to ensure equitable access to services to members of local tribes.	HCD ESG-CV	State/Federal	FMCoC	County of Fresno, County of Madera, City of Fresno	6/30/24	HMIS data regarding the number accessing shelter and diversion services among Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color

System Performance Measure 2 - Number of people accessing services who are experiencing homelessness for the first time: 4481

Key Action	Funding Source(s) the region	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
------------	------------------------------	--------------	-------------	------------------------	----------------------------	--

	intends to use to achieve the action					
The City of Fresno will invest supplemental HHAP-5 funds in prevention and diversion services to reduce the number of people falling into homelessness. Planned HHAP-5 funded prevention services will complement the City's HUD ESG-funded prevention services to help those at risk of homelessness maintain their housing.	HHAP-5, HUD ESG	State and Federal	City of Fresno	CES	6/30/2027	Success will be measured through regular updates from Cal ICH on baseline data related to the number of people accessing services and the number of people experiencing homelessness for the first time.
The County of Madera, with HHAP-3 and HHAP-4 allocations, is funding prevention and diversion programs to help individuals and families experiencing homelessness for the first time, including but not limited to incentives to landlords - security deposits and holding fees.	HHAP-3 & HHAP-4	State	Madera County	CAPMC	6/30/2027	Success will be measured through CAPMC by data collected on number of individuals in need of services
The County of Fresno will leverage the existing DSS Homeless Assistance Unit (HAU) to expand on services for those presenting in housing crisis. This will include diversion services in-house, and connections to financial, medical, or other services needed to help prevent households from becoming homeless.	HHAP, ERA, CalWORKs WTW, CFET, CalAIM, Home Safe	State, Federal	County of Fresno	FMCoC	12/31/2023	HMIS data regarding households exiting from Diversion and referrals to other resources.

<p>The FMCoC, in partnership with the County of Fresno, will continue to provide HHAP-funded diversion services, co-located at the triage emergency shelters, to ensure households have support to explore all options for housing prior to entering homelessness. Additionally, the diversion program will work with CalAIM providers to ensure that the resources available to households in crisis are accessed through CalAIM programs as well.</p>	<p>HHAP, ERA, CalAIM, HHIP</p>	<p>State, Federal</p>	<p>FMCoC</p>	<p>County of Fresno, Managed Care Plans, CES Sub-committee</p>	<p>6/30/2024</p>	<p>HMIS data regarding households exiting from diversion and referrals to CalAIM and other navigation</p>
---	--------------------------------	-----------------------	--------------	--	------------------	---

System Performance Measure 7.2 - Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time: People who are Black or African American: 912

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
<p>The FMCoC will engage the newly formed Lived Experience Advisory Board in its continued work to develop a review panel to provide meaningful feedback to identify and address barriers to equitable access to services; including services to prevent homelessness, for marginalized populations.</p>	<p>HHAP</p>	<p>State</p>	<p>FMCoC</p>	<p>County of Fresno, County of Madera, City of Fresno</p>	<p>6/30/2024</p>	<p>HMIS data regarding the number accessing shelter and diversion services among Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color</p>

System Performance Measure 3 - Number of people exiting homelessness into permanent housing: 1590

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
<p>The City of Fresno will invest supplemental #2 HHAP-5 funds in Rapid Rehousing subsidies to supplement the existing pathway to permanent housing. Additionally, the City will apply for the Encampment Resolution Fund Round 3 grant to provide Rapid Rehousing subsidies and supportive services for those experiencing unsheltered homelessness within the identified encampment area.</p>	<p>HHAP-5, ERF-3</p>	<p>State</p>	<p>City</p>	<p>CES, ILA, FMCoC member agencies, LEAB</p>	<p>6/30/2027</p>	<p>Success will be measured through systemwide exits from Rapid Rehousing to permanent housing as reflected in HMIS, as well as exits to permanent housing reflected in the regular baseline data updates from Cal ICH.</p>
<p>The County of Madera will utilize HHAP-5 allocation for rapid rehousing programs such as rental hotel assistance, with the goal of increasing the number of individuals exiting homelessness.</p>	<p>HHAP-5</p>	<p>State</p>	<p>Madera County</p>	<p>CAPMC</p>	<p>6/30/2027</p>	<p>Success will be measured through CAPMC by data collected on number of individuals in need of services</p>

<p>The County of Fresno will leverage the existing DSS Homeless Assistance Unit (HAU) to expand on services for those presenting in housing crisis. This will include making HAU an initial screening site wherein clients can be assessed, connected with diversion including navigation services, and entered into the CES/HMIS. This will provide a more ready connection to services, particularly CalAIM services, and the exits to permanent housing.</p>	<p>HHAP-4, CalAIM, CalWORKs HSP, HDAP, Home Safe</p>	<p>State, Federal</p>	<p>County of Fresno</p>	<p>FMCoC</p>	<p>12/31/2024</p>	<p>HMIS data on the number of households exiting to permanent housing by project.</p>
<p>The FMCoC and County of Fresno will continue to support project and tenant-based rapid rehousing case management and financial assistance to help households transition to permanent housing. The FMCoC will provide funding to support rapid rehousing services in Madera County as well.</p>	<p>HHAP-3, HHAP-4, HHAP-5</p>	<p>State, Federal</p>	<p>County of Fresno</p>	<p>FMCoC</p>	<p>6/30/27</p>	<p>Success will be measured through systemwide exits from Rapid Rehousing to permanent housing as reflected in HMIS, as well as exits to permanent housing reflected in the regular baseline data updates from Cal ICH.</p>
<p>The FMCoC and County of Fresno will continue to support landlord engagement and mitigation services to expand the housing inventory for households being served through the CES. This will include training to providers on how to sell the benefits of renting to FMCoC clients.</p>	<p>HHAP, CalAIM, HHIP</p>	<p>State, Federal</p>	<p>FMCoC</p>	<p>County of Fresno, City of Fresno</p>	<p>6/30/2024</p>	<p>HMIS data on the number of available units available and the number of exits to permanent housing by project.</p>

System Performance Measure 7.3 - Racial and ethnic disparities in the number of people exiting homelessness into permanent housing: People who are American Indian or Alaska Native: 49

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The FMCoC will partner with Fresno State to implement a new assessment tool to help ensure more accurate vulnerability ratings and more appropriate matches to housing.	HHIP	State	FMCoC	County of Fresno, County of Madera, City of Fresno, Managed Care Plans	12/31/2024	HMIS data regarding exits to permanent housing related specifically to marginalized populations.

System Performance Measure 4 - Average length of time that people experienced homelessness while accessing services: 121 days

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The City is coordinating with HHAP-funded interim shelter providers with the goal of improving services to expedite connections to permanent housing. Services will focus intensively on developing housing plans and securing matches to housing for shelter	HHAP	State	City	CES, FMCoC member agencies	6/30/2024	Success will be measured through average length of stay in shelter programs as reflected in HMIS, as well as average length of time people experience homelessness while accessing services as reflected in the regular

residents within 3 months of program entry.						baseline data updates from Cal ICH.
The County of Madera, with HHAP-5 funding, will continue the investment into rapid rehousing with the goal of scaling up the available services. Rapid rehousing will include rental hotel assistance	HHAP-5	State	Madera County	CAPMC	6/30/2028	Success will be measured with CAPMC's assistance through data collected on number of individuals in need of services
The County of Fresno and FMCoC will work with homeless services providers and the Built for Zero project through Community Solutions to improve service delivery through connections to other resources to exit households to permanent housing more rapidly. This will include setting ambitious time-limited challenges and participating in training on other community supports for clients.	HHAP, HHIP, CalWORKs WTW, CFET	State, federal	County of Fresno	FMCoC and City of Fresno	12/31/2024	HMIS data regarding length of time homeless.
The FMCoC will utilize the newly developed Bridge Training Platform funded through HHIP, to ensure that all providers are appropriately trained on homelessness regulations and best practices. This will result in improved proficiency in providers and the continuum at large, which will help to reduce to length of time that shelter participants experience homelessness.	HHIP	State	FMCoC	County of Fresno, City of Fresno, County of Madera, Managed Care plans, CES Management Entity	12/31/2024	HMIS data regarding length of time homeless and training platform participation feedback and data

System Performance Measure 7.4 - Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services: People who are American Indian or Alaska Native: 137 days; People who are Asian: 148 days; People who are Native Hawaiian or Other Pacific Islander: 152 days

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The FMCoC will partner with Fresno State to implement a new assessment tool to help ensure more accurate vulnerability ratings and more appropriate matches to housing.	HHIP	State	FMCoC	County of Fresno, County of Madera, City of Fresno, Managed Care Plans	12/31/2024	HMIS data regarding exits to permanent housing related specifically to marginalized populations.
The FMCoC will engage the newly formed Lived Experience Advisory Board in its continued work to develop a review panel to provide meaningful feedback to identify services to increase exits to permanent housing more quickly and address barriers to equitable exits to permanent housing.	HHAP	State	FMCoC	County of Fresno, County of Madera, City of Fresno	9/30/2024	HMIS data regarding the length of time homeless and number of exits to permanent housing among Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color

System Performance Measure 5 - Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing: 10%

Key Action	Funding Source(s)	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
------------	-------------------	--------------	-------------	------------------------	----------------------------	--

	the region intends to use to achieve the action					
Through its supplemental HHAP-5 allocation, the City of Fresno will invest in Rapid Rehousing services including housing stability case management to ensure that households can maintain their housing once the rental subsidy ends. Additionally, the City will apply for the Encampment Resolution Fund Round 3 grant to provide Rapid Rehousing subsidies and supportive services for those experiencing unsheltered homelessness in encampments.	HHAP-5	State	City	CES, ILA, FMCoC member agencies, LEAB	6/30/2027	Success will be measured through exits from HHAP-5 and ERF-funded housing stability case management projects and systemwide returns to homelessness as measured in HMIS, as well as rate of return to homelessness as reflected in the regular baseline data updates from Cal ICH
The County of Madera, with HHAP-5 funding, will continue the investment into rapid rehousing with the goal of scaling up the available services. Rapid rehousing will include rental hotel assistance	HHAP-5	State	Madera County	CAPMC	6/30/2028	Success will be measured with CAPMC's assistance through data collected on number of individuals in need of services
The County of Fresno will provide ongoing training to FMCoC providers to ensure case managers are aware of assistance programs such as CalWORKs WTW and CFET, including benefits to client participation. This will help strengthen opportunities for increased income and supports for households to retain housing over	CalWORKs WTW, CFET, HHAP	State, federal	County of Fresno	FMCoC	12/31/2024	HMIS and CalSAWS data on households who participate in DSS programs; HMIS data on increased income for households; and housing retention.

time. The County will also work with contracted providers to ensure case management includes follow-up for households exited to permanent housing and referrals to resources for housing retention.						
The FMCoC will work with rapid rehousing vendors to ensure more robust tracking and follow-ups for households exiting to permanent housing to connect households with community resources to retain housing including CalAIM tenancy supports.	HHAP, CalWORKS WTW, HDAP, CoC Allocation, CalAIM	State, Federal	FMCoC	County of Fresno	12/31/2024	HMIS data on households housing retention and referrals to other community resources

System Performance Measure 7.5 - Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing: People who are American Indian or Alaska Native:12.50%; People who are Black or African American: 13.16%; People who are Asian: 19.36%

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The County and FMCoC will work with rapid rehousing vendors to ensure more robust tracking and follow-ups for marginalized households exiting to permanent housing to connect households with community resources to retain housing. This will include careful	HHAP, CalWORKS WTW, HDAP, CoC Allocation	State, federal	County of Fresno	FMCoC, City of Fresno	12/31/2024	HMIS data on households housing retention and referrals to other community resources

attention to vulnerability factors related to losing housing, for marginalized populations.						
The FMCoC will utilize the new assessment tool to help ensure more accurate vulnerability ratings and more appropriate matches to housing.	HHIP	State	FMCoC	County of Fresno, County of Madera, City of Fresno, Managed Care Plans	12/31/2024	HMIS data regarding exits to permanent housing related specifically to marginalized populations.

System Performance Measure 6 - Number of people with successful placements from street outreach projects: 385

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The City's Encampment Resolution Fund Round 2 allocation is supporting expanded Street Outreach services, which incorporates survey feedback from shelter staff and participants in ERF programs to address the priorities identified by those with lived	ERF-1,2, & 3 (tentative)	State	City	FMCoC member agencies, CES, DBH	6/30/2026	Success will be measured through exits from ERF-funded outreach programs as reflected in HMIS, as well as successful placements as reflected in the regular baseline data updates from Cal ICH.

<p>experience of homelessness. Services include street housing navigation to expedite connection to housing and mental health services to reduce barriers to housing and foster linkages to additional health services.</p>						
<p>HHAP-3 and HHAP-4 are being utilized in Madera County to fund the navigation center at CAMPC H.E.L.P. Center to assist individuals and families experiencing homelessness connect to housing and other available services such as mental health, child care, APS, CPS, IHSS. These services will continue to be funded with HHAP-5 funding</p>	<p>HHAP 3, HHAP 4, and HHAP 5</p>	<p>State</p>	<p>Madera County</p>	<p>CAPMC</p>	<p>6/30/2027</p>	<p>Success will be measured with CAPMC's assistance through data collected on number of individuals in need of services</p>
<p>The County of Fresno DSS will provide training to FMCoC providers to ensure they are informed regarding how to connect households to assistance programs regardless of housing status including programs employment services programs. Additionally, the Homeless Assistance Unit will make referrals to CalAIM street navigation when appropriate.</p>	<p>HHAP, CalWORKs, WTW, CFET, HDAP, Home Safe, CalAIM, HHIP</p>	<p>State, Federal</p>	<p>County of Fresno</p>	<p>FMCoC, City of Fresno, contracted vendors</p>	<p>12/31/2024</p>	<p>HMIS data on referrals to community services and exits to permanent housing from street navigation.</p>
<p>The FMCoC will continue to work with the CES to improve referrals to CalAIM navigation and tenancy supports for unsheltered households.</p>	<p>HHIP</p>	<p>State</p>	<p>FMCoC</p>	<p>County of Fresno, City of Fresno, Managed Care Plans</p>	<p>4/30/2023</p>	<p>HMIS data on referrals to navigation and exits to permanent housing from street outreach.</p>

System Performance Measure 7.5 - Racial and ethnic disparities in the number of people with successful placements from street outreach projects: People who are Hispanic/Latino: 167; People who are Black or African American: 75

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entities	Target Date for Completion	Method(s) of Measuring success of the Action
The FMCoC will partner with Fresno State to implement a new assessment tool to help ensure more accurate vulnerability ratings and more appropriate matches to housing for households on the street.	HHIP	State	FMCoC	County of Fresno, County of Madera, City of Fresno, Managed Care Plans	12/31/2024	HMIS data regarding exits to permanent housing related specifically to marginalized populations.
The FMCoC will engage the newly formed Lived Experience Advisory Board in its continued work to develop a review panel to provide meaningful feedback to identify services to increase exits to permanent housing more quickly and address barriers to equitable exits to permanent housing for households on the street.	HHAP	State	FMCoC	County of Fresno, County of Madera, City of Fresno	9/30/2024	HMIS data regarding the length of time homeless and number of exits to permanent housing among Black, Native, and Indigenous, Latinx, Asian, Pacific Islander, and other People of Color

The FMCoC will utilize the LEAB and the new assessment tool to identify barriers to accessing outreach services for members of marginalized populations and work to make changes in the system or service delivery to improve upon access for these populations.	HHAP	State	FMCoC	County of Fresno, County of Madera, City of Fresno	12/31/2024	HMIS data regarding marginalized populations accessing services
--	------	-------	-------	--	------------	---

2.3 Equity Improvement Plan

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

County of Fresno

- The County of Fresno will require all funded homeless services providers to submit a racial and gender equity plan to include language access. Through careful review of these plans, the County will identify best practices as well as areas in need of improvement to share with the community.

Fresno Madera Continuum of Care

- The FMCoC will implement a new assessment tool to ensure vulnerability ratings are appropriate for all races and genders. This update will assist service providers to identify relevant barriers to housing and ensure that housing matches are prioritized and appropriate according to client vulnerability and that services address the individual needs of clients according to their races and gender identities.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Fresno Madera Continuum of Care

- Through implementation of the new assessment tool, the CES housing matcher and community coordinators will be able to ensure appropriate prioritization and match referrals. This new tool will also assist with identifying barriers to remaining housed which can be addressed with clients during placement, to ensure successful placements.
- The FMCoC CES Subcommittee will work with the HMIS Subcommittee to continually evaluate housing placement data to explore and address racial and gender inequities at a system-level.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Fresno Madera Continuum of Care

- Through implementation of the new assessment tool, the CES housing matcher and community coordinator will be able to ensure appropriate prioritization and match referrals. This new tool will also assist with identifying barriers to remaining housed which can be addressed with clients during follow-ups following placement, to ensure housing retention.
- The FMCoC CES Subcommittee will work with the HMIS Subcommittee to continually evaluate housing retention data to explore and address racial and gender inequities at a system-level.

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

County of Fresno

- The County of Fresno will require all funding proposals to include strategies for ensuring racial equity and inclusion in program design and service delivery. Proposals must also include efforts toward achieving racial equity and inclusion within the structure of the organization itself.
- The County of Fresno will require services to be provided in a linguistically inclusive manner, including the use of bilingual staff, when appropriate.

- The County of Fresno will seek to make funding opportunities available to smaller organizations with limited experience through encouraging partnerships with larger, more experienced organizations and funding award thresholds proportionate to organization budgets.

Fresno Madera Continuum of Care

- The FMCoC will conduct outreach and provide learning sessions for potential and new members to recruit and support providers from marginalized communities.

Coordinated Entry Prioritization for Place-Based Encampment Resolution

The Fresno Madera Continuum of Care's Coordinated Entry System process prioritizes connection to permanent housing interventions, including supportive housing, for those that are experiencing chronic homelessness, have experienced long periods of homelessness, have a disability, and have severe service needs. While many encampment residents may meet these criteria, there is not a current process to prioritize individuals living in encampment areas. The Fresno Madera Continuum of Care is currently in the process of creating a new prioritization assessment tool. The assessment is being created with a concerted effort to achieve equity in connection to services and examining for factors including literal homelessness and time spent homeless. The new tool will help ensure more equitable prioritization for individuals who are experiencing literal homelessness such as residing in encampments.

The County of Fresno's encampment resolution process includes the component of noticing and outreach services. Once an encampment has been formally noticed by the Sheriff's Office an outreach team is sent out to offer services including transportation and linkage to the Coordinated Entry System locations. In addition to these linkages, the outreach team can also conduct mental health screenings, provide food, water and hygiene products as well as offer other services to lower barriers to housing including ID vouchers. The County of Fresno works with the various cities throughout the county to provide support and guidance in their encampment resolution process including but not limited to the utilization of the County's outreach team if needed.

The County of Madera currently does not have a formal encampment resolution process in place. However, Madera County recognizes the importance of establishing a humane, multi-sector encampment resolution program. Establishing such a program is prioritized in the Madera County Homelessness Strategic Plan – Taking Action: Steps to Prevent & Reduce Homelessness in Madera County (Adopted May 2023). The goal is to establish a program by June 30, 2024 that

assists individuals to access permanent solutions to their homelessness before enforcement and/or movement away from public space, which may cause displacement and/or removal of their belongings. The program will strive to engage a combination of outreach supportive services, shelter, and housing; pursue encampment resolution funding; and collaborate with neighboring jurisdictions.

The City of Fresno works with all appropriate jurisdictions within the City and County. The City has worked diligently to develop relationships and communicate with responsible parties when dealing with encampments located within the authority of outside jurisdictions. The City of Fresno primarily works with jurisdictions to notify of the existence of encampments but also provides outreach to the unhoused through the HOPE team. The City will support encampment resolutions by other jurisdictions via police service coordination and/or code enforcement service coordination. The City has conducted operations where encampments on public property not owned by the City of Fresno were prioritized for resolution and housing through CES. Prioritization was based primarily on risks to the health and safety of encampment residents or the public. The City also strives to implement cooperative plans for encampment site maintenance.

2.4 Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

County of Fresno

- The County of Fresno, through its Probation Department currently operates, through a contracted provider, a homeless transitional housing program known as the Belgravia Center. This program is specifically for individuals being released from custody (jail or prison) who report to be transient or homeless. These specific individuals are provided the opportunity to live at the Belgravia Center (up to 120 days). At Belgravia Center there is a curfew, drug/alcohol testing, person(s) can leave throughout the day to look for employment, attend rehabilitation programs, programming, etc. If employed, a portion of their check is managed by the Belgravia Center in an account to help pay for first and last month's rent once permanent housing is located. If a person chooses not to stay at the Belgravia Center a list of homeless community resources is provided.

County of Madera

- Individuals being released from jail experiencing homelessness are referred to the Madera Rescue Mission. CAPMC's H.E.L.P. Center provides case management to try to find housing.

Fresno Madera Continuum of Care

- The FMCoC will utilize the CES Access sites in the community to provide referrals to shelter and CalAIM navigation for persons exiting institutional settings to ensure they are connected with resources for housing and other public assistance upon exit.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

County of Fresno

- Through HHAP4 funding awarded to the County and the FMCoC, rapid rehousing services will be provided for formerly incarcerated and former foster youth with coordination of services and the expansion of family unification vouchers.
- The County of Fresno, through its Probation Department currently operates, through a contracted provider, a homeless transitional housing program known as the Belgravia Center. This program is specifically for individuals being released from custody (jail or prison) who report to be transient or homeless. These specific individuals are provided the opportunity to live at the Belgravia Center (up to 120 days). At Belgravia Center there is a curfew, drug/alcohol testing, person(s) can leave throughout the day to look for employment, attend rehabilitation programs, programming, etc. If employed, a portion of their check is managed by the Belgravia Center in an account to help pay for first and last month's rent once permanent housing is located. If a person chooses not to stay at the Belgravia Center, a list of homeless community resources is provided.

County of Madera

- Individuals being released from prison experiencing homelessness are referred to the Madera Rescue Mission. CAPMC's H.E.L.P. Center provides case management to try to find housing.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

County of Fresno

- The County of Fresno, through its Department of Behavioral Health, currently operates a program called SOS which provides supervised overnight stay services, linkages and targeted case management for individuals exiting a hospital who are experiencing homelessness and have a serious mental illness.

Fresno Madera Continuum of Care

- Through CalAIM and HHIP funded services, hospitals can make referrals to navigation and tenancy supports prior to exiting, to help prevent and reduce exits to homelessness from the hospital.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

County of Fresno

- HHAP-4 funding will be used for rapid rehousing services for formerly incarcerated and former foster youth with coordination of services and the expansion of family unification vouchers.
- Individuals who are discharged from psychiatric facilities and are conserved receive housing, usually at board and care facilities. Individuals who previously connected to a Behavioral Health program prior to institutionalization (psychiatric facility or jail), if connected to a full-service partnership agency, are also still eligible for housing after exiting the institutional setting.

2.5 Plan to Utilize Local, State, and Federal Funds to End Homelessness

Funding Program	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for Permanent Housing Solutions	Timeframe of Use
No Place Like Home	County of Fresno - Department of Behavioral Health	These funds are for Permanent Supportive Housing sites in development stage.	\$37,605,525	\$37,605,525	2023-25
Homeless Housing, Assistance, and Prevention (HHAP) Program	County of Fresno - Department of Social Services	Supports 64 triage emergency shelter beds in Fresno County and 12 triage emergency shelter beds in Madera County, 12 youth interim shelter beds, 33 interim shelter (bridge) beds, 20 family emergency shelter rooms, 66 project based rapid rehousing units, 15 rapid rehousing slots in rural Fresno County, Outreach to 350 individuals in Fresno County, shelter diversion to 300 individuals, landlord engagement and mitigation services, rural rapid rehousing	\$18,868,424	\$8,157,333	FY 23/24-25/26

		master lease, expansion of FUP vouchers, prevention and diversion for families, navigation and case management for families with emergency housing vouchers and those in family shelters, HMIS licenses and training			
Building Homes and Jobs Act	County of Fresno - Public Works and Planning	Funds are used to support outreach and create architectural design plans for both accessory dwelling units and a 4-plex housing unit. The plans are available for free.	\$310,000	\$-	1/2/20 - 9/30/23
HOME - American Rescue Plan Program (HOME-ARP) - via HUD	County of Fresno - Public Works and Planning	These funds will support all 4 Qualifying Populations under HOME-ARP requirements (which includes homeless households and those at-risk of homelessness, but also includes two other populations). The current	\$4,953,304	\$2,950,000.00	Through September 30, 2030

		allocation plan identifies funds for development of affordable rental housing, supportive services, administration, nonprofit capacity building, and nonprofit operating assistance. These funds are also targeted to the same geographic areas as County's HOME funds.			
HOME Investment Partnerships Program - via HUD	County of Fresno - Public Works and Planning	These funds are for use in the unincorporated areas of the County and the 7 cities participating in the County's JPA for CDBG, HOME, and ESG (Fowler, Kerman, Kingsburg, Mendota, Reedley, Sanger, Selma). Orange Cove will be joining in FY 24-25. Supported households must be at 80% AMI or below. Annual entitlement grant amount fluctuates based on	\$1,926,657	\$770,691	Through September 30, 2032

		HUD formula. Anticipated funding for permanent housing solutions is approximately \$1 million annually from FY23-24 through FY27-28			
HUD Emergency Solutions Grants	County of Fresno - Department of Social Services	Provides 42 households with rapid rehousing case management services	\$563,169	\$563,169.00	FY 23-24 to FY 24-25
Housing and Disability Advocacy Program	County of Fresno - Department of Social Services	Provides housing and disability advocacy services to persons that are experiencing or at risk of homelessness, who are likely eligible for disability benefits	\$5,039,846	\$4,888,650.62	FY23-24 to FY24-25
CalWORKs Housing Support Program	County of Fresno - Department of Social Services	Funds utilized for 28 master leased units, financial assistance, case management, and education/workshops to encourage building community connections to eligible households experiencing homelessness	\$12,849,695	\$11,487,921.00	FY23-24 to FY27-28
Home Safe	County of Fresno -	Supports intensive housing case	\$1,514,515	\$1,079,014.00	FY23-24 to FY24-25

	Department of Social Services	management, housing stabilization, and housing navigation to 100 individuals aged 60+ that are homeless or at-risk of homelessness			
Bringing Families Home	County of Fresno - Department of Social Services	Supports Rapid rehousing services to 91 families	\$1,649,394.00	\$1,649,394.00	FY23-24 to FY24-25
Housing Navigators and Maintenance Program (HMNP)	County of Fresno – Department of Social Services	Transitional housing and case management for former foster youth ages 18-24 including job readiness, assistance in obtaining educational goals and referrals to community resources.	\$537,848.00	\$537,848	Through December 31, 2023
Transitional Housing Program (THP)	County of Fresno – Department of Social Services	Transitional housing and case management for former foster youth ages 18-24 including job readiness, assistance in obtaining educational goals and referrals to community resources.	\$750,313.00	\$750,313	Through December 31, 2023

Emergency Rental Assistance Program (ERAP)	County of Fresno – Department of Social Services	Funding to provide emergency rental and utility assistance for those experiencing homelessness.	\$5,873,474	\$587,347.40	Through September 30, 2025
HUD FMCoC Grant	Fresno Housing Authority, as Collaborative Entity for the FMCoC	Supports permanent housing (with supportive services), Coordinated Entry, HMIS, and CoC Planning Grant Funds.	\$24,414,524.00	\$15,500,010.00	FY 23/24 and 24/25
California Emergency Solutions and Housing	County of Fresno DSS, as Administrative Entity for the FMCoC	Supports 33 Bed Bridge Housing, Diversion services for 300 individuals annually, 24 rental units, Landlord Risk Mitigation Fund, HMIS, Homeless Planning, Administration	\$144,150.00	\$90,375.00	FY23/24-24/25
The Homekey Program	City of Fresno	The Homekey Round 2 award is currently supporting 295 interim housing beds and supportive services. The Homekey Round 3 award will support development of a modular multifamily new construction project that will create 95 permanent	\$76,383,607.00	\$21,983,607.00	2021 - 2025

		housing units, along with one manager unit. 35 units in this project will serve people experiencing homelessness, and 60 units will serve homeless youth and youth at risk of homelessness.			
Homeless Housing, Assistance, and Prevention (HHAP) Program	City of Fresno	Funds 380 emergency shelter beds annually, 1200 homeless individuals served annually via street outreach, serve 40 adults and children who are victims of domestic violence, HMIS support, other shelter operations. Services will create a pathway to permanent housing through housing navigation services.	\$27,859,099.43	\$-	2020 - 2027
Building Homes and Jobs Act	City of Fresno	The City of Fresno received an award totaling \$615,000 to support permanent housing solutions from 2020 - 2022, which is outside of the HHAP-5 grant timeframe.	\$-	\$-	2020 - 2022

HOME Investment Partnership Act	City of Fresno	Provides Tenant Based Rental Assistance	\$706,152.10	\$706,152.10	07/01/23-06/30/2024
HOME - American Rescue Plan Program (HOME-ARP) - via HUD	City of Fresno	Provides Supportive Services to the qualifying populations which include individuals who are homeless, at risk of homelessness, fleeing or attempting to flee DV, and other populations as defined in HUD Notice CPD-21-10.	\$445,000.00	\$-	1/1/2024-12/31/2024
American Rescue Plan Act	City of Fresno	These funds were used to purchase two mobile shower units, 76 modular homes, one 115-unit hotel to convert to interim shelter, and 4 hotels with approximately 73 units for permanent housing. Funding will also support the conversion of two Homekey projects, 106 units, to permanent housing units, and the development of land trusts to build capacity to create	\$55,265,000.00	\$40,415,000.00	2023 – 2026

		<p>permanent affordable community-controlled housing. Funds were also allocated for a voucher incentive program to assist up to 500 out of the average 1,000 existing low-income Housing Choice Voucher (HCV) holders who are currently unable to lease-up and leverage exiting vouchers during the housing crisis.</p>			
Community Development Block Grant (CDBG)	City of Fresno	<p>Provides Shelter and Supportive Services for individual impacted by domestic violence who are homeless or at risk of homelessness.</p>	\$105,708.00	\$-	PY 2023-2024
Community Development Block Grant CARES Act (CDBG-CV)	City of Fresno	<p>Supports 150 emergency shelter beds, provides mobile medical clinic services to homeless individuals, provides tenant/landlord counseling to prevent evictions</p>	\$3,465,866.79	\$-	7/1/2022-3/31/2024

Housing Opportunities for Persons with AIDS (HOPWA)	City of Fresno	Provides STRMU to 40 households, TBRA to 20 households, 6 short-term transitional housing units, Housing Information Referral Services and Supportive Services	\$960,487.00	\$-	PY 2023-2024
Permanent Local Housing Allocation Program (PLHA)	City of Fresno	PLHA funds are being used for development of affordable rental housing for low-income households, development of single-family homes for low-income households, owner-occupied rehabilitation program for low-income households, and down payment assistance for low- and moderate-income households	\$14,532,674	\$8,283,624.00	FY22/23 - FY25/26
Homeless Housing, Assistance, and Prevention (HHAP) Program 2	County of Madera	Funding is used for emergency shelters, navigation centers, supportive housing units, hotel assistance, and rapid rehousing	\$71,124.33	\$19,871.40	12/1/21 - 6/30/24

Homeless Housing, Assistance, and Prevention (HHAP) Program 3	County of Madera	Funding is used for emergency shelters, navigation centers, supportive housing units, hotel assistance, and rapid rehousing	\$415,834.80	\$125,771.35	7/1/23 - 6/30/26
Homeless Housing, Assistance, and Prevention (HHAP) Program 4	County of Madera	Funding will be utilized for rapid rehousing, emergency shelters, navigation centers	\$346,709.12	\$83,210.19	1/1/24 - 12/31/27
Homeless Housing, Assistance, and Prevention (HHAP) Program FMCoC	County of Madera	Funding is used for emergency shelters (specifically triage emergency shelter services), navigation centers, for new and existing supportive housing units	\$600,000.00	\$200,000.00	9/1/23 - 1/31/26
CalOES Shelter Based Domestic Violence	CAPMC, on behalf of County of Madera	Funds utilized to serve all people experiencing homelessness with emergency shelter	\$537,587.00	\$ -	10/1/23-9/30/24
CalOES Transitional Housing	CAPMC, on behalf of County of Madera	Funds utilized to serve people experiencing homelessness that are also victims of domestic abuse	\$126,807.00	\$ -	01/1/23-12/31/23
HUD - PSH - Shunammite Place	CAPMC, on behalf of County of Madera	Funding utilized to serve the chronically homeless with permanent supportive housing	\$604,468.00	\$604,468.00	11/1/23-10/31/24

CDBG	CAPMC, on behalf of County of Madera	Funding to serve on the FMCoC Board and support PIT	\$20,000.00	\$ -	07/1/23 - 6/30/24
County, CalWORKS HSP	County of Madera - DSS	Funds are utilized for rapid re-housing and serve all people experiencing homelessness	\$1,367,302.00	\$1,367,302.00	7/1/23-6/30/24
Madera County ARPA	County of Madera	Funds utilized to fund MRM Respite Center and to develop homelessness strategic plan	\$842,473.92	\$ -	7/1/23-6/30/2026
Bridge Housing	County of Madera - BHS	Funding for persons with mental health issues	\$2,996,547.00	\$ -	FY22-23 thru FY26-27
PATH - Project for assistance in transition from homelessness	County of Madera - BHS	Funding is used for street outreach, to assist those at risk of homelessness with utilities/rent	\$40,469.00	\$ -	FY23-24
Totals:			\$304,693,754.49	\$160,406,597.06	

2.6 Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
-----------------	-------------------------	-------------	--------------------------

CalWORKs	The CAPMC's H.E.L.P. Center outreach team assesses individuals for CalWORKs upon encounter. If not recipients already, outreach will transport at that moment or assist with scheduling an appointment.	County of Madera	CAPMC, FMCoC
CalWORKs	County of Fresno DSS outreach staff participate in Coordinated Entry case conferencing meetings and other trainings with local homeless service providers, to share benefit programs and processes for referrals to DSS assistance programs for initial applications and ongoing eligibility. All homeless services providers in the FMCoC are informed regarding CalWORKs WTW opportunities such as subsidized employment and training to assist clients with increasing household income as an essential component to housing security. Additionally, Neighborhood Resource Centers (NRCs) throughout the County make connections to benefit programs as appropriate to those in need of services.	County of Fresno	FMCoC
CalFresh	Madera County Outreach assesses for CalFresh eligibility, if not recipients, outreach will transport or schedule an appointment. A H.E.L.P. Center caseworker is assigned and guides the individual through process including transportation to DSS.	County of Madera	CAPMC, FMCoC
CalFresh	County of Fresno DSS staff participate in Coordinated Entry case conferencing meetings and other trainings with local homeless services providers to share benefit programs and processes for referrals to DSS assistance programs for initial application and ongoing eligibility. All homeless services providers in the FMCoC are informed regarding CalFresh Employment Training Program wherein clients may receive employment training and placement toward increased income and housing stability. Additionally, NRCs throughout the County make connections to benefit programs as appropriate to those in need of services.	County of Fresno	FMCoC, CFET provider(s)
Supplemental Security Income/State Supplemental	CAPMC Outreach team will assess and make referrals for benefits to County of Madera DSS and the County's Veteran's Services Office. The Outreach Caseworker will guide individual	County of Madera	CAPMC, FMCoC

Program (SSI/SSP) and disability benefits advocacy	through process, schedule appointments, and provide transportation as needed.		
Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	The County of Fresno Housing and Disability Advocacy Program (HDAP) is integrated with the FMCoC CES; referrals for benefits advocacy are made through CES.	County of Fresno	FMCoC, HDAP provider(s) (currently WestCare California)
In-home supportive services	The outreach team assesses and makes referrals to DSS, as applicable, to connect individuals with IHSS services. Appointments are coordinated and transportation is provided, as needed.	County of Madera	CAPMC, FMCoC
In-home supportive services	County of Fresno, DSS HDAP providers make referrals as needed to IHSS for clients who require assistance in their permanent housing situation. DSS will provide training to homeless services providers through the CES, to ensure that they are aware of the process for making referrals to IHSS for clients once permanently housed.	County of Fresno	FMCoC
Adult Protective Services	The outreach team assesses and makes reports immediately if necessary. They will then send a referral to the DSS Housing Unit to connect individuals with APS services.	County of Madera	CAPMC, FMCoC,
Adult Protective Services	County of Fresno Adult Protective Services (APS) Home Safe accepts referrals from FMCoC providers. Clients are then connected with homeless prevention and other rapid solutions to end homelessness, as well as referrals to APS services as needed.	County of Fresno	FMCoC, Home Safe Provider (currently WestCare California)
Child Welfare	The outreach team assesses and makes reports immediately if necessary. They will then send referral to the County of Madera DSS Housing Unit to connect individuals with CPS services	County of Madera	CAPMC, FMCoC
Child Welfare	County of Fresno DSS will provide training to FMCoC providers and housing matcher to ensure they are aware of how to make referrals for Child Welfare services including the Neighborhood Resource Centers (NRCs), CalWORKs Home Visiting Program	County of Fresno	FMCoC, NRCs, HVP providers, Fresno Housing Authority

	(HVP), and additional Family Unification Program vouchers, once they are made available to access through the FMCoC.		
Child Care	The outreach team assesses and will make referrals to County of Madera DSS and CAPMC for child care programs based on need.	County of Madera	CAPMC, FMCoC, local child care providers
Child Care	County of Fresno DSS will provide training in 2024 to FMCoC providers (including outreach providers) to ensure they are informed of child care benefits available to DSS clients and how to refer them for benefits. DSS refers clients to local providers for connection to child care services.	County of Fresno	CAPMC, FMCoC, local child care providers
Medi-Cal benefits through Managed Care Plans	Outreach assesses, if not recipients, outreach will transport or schedule an appointment with eligibility worker. H.E.L.P. Center caseworker is assigned and guides individual through process including transportation to DSS.	County of Madera	CAPMC, FMCoC
Medi-Cal benefits through Managed Care Plans	County of Fresno DSS outreach staff participate in Coordinated Entry case conferencing meetings and other trainings with local homeless services providers to share benefits processes for referrals to DSS assistance programs for initial applications and ongoing eligibility. The FMCoC CES Subcommittee is working with CalAIM providers and the CES Management Entity to implement a process for referrals to navigation. Additionally, FMCoC providers are being encouraged to leverage CalAIM services as part of their service delivery models through procurement to ensure the most efficient use of all available funding.	County of Fresno	FMCoC, service providers, CalAIM providers

2.7 Memorandum of Understanding

The MOU reflects the actions in the Regionally Coordinated Homelessness Action Plan submitted under this application, be signed by each participating eligible applicant, and commit each signatory to participate in and comply with the Regionally Coordinated Homelessness Action Plan.

2.8 Application Development Process Certification

Public meetings were conducted with stakeholders before the Regionally Coordinated Homelessness Action Plan was completed:

Meeting Date	Meeting Location
October 30, 2023	County of Madera
November 7, 2023	City of Fresno
November 9, 2023	Fresno Madera Continuum of Care
November 13, 2023	County of Fresno
November 15, 2023	County of Fresno
November 30, 2023	Cross-jurisdictional virtual meeting

Stakeholders	Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process
People with lived experience of homelessness	Members of the Fresno Madera Continuum of Care (FMCoC) Lived Experience Advisory Board (LEAB) participated in the development and design of meeting structure and materials. Service providers were encouraged to post and distribute flyers and invite all participants to attend the meetings and meeting flyers were posted on the FMCoC, County of Fresno, and County of Madera websites.
Youth with lived experience of homelessness	Youth were invited to attend the meetings through the jurisdiction's connection with providers serving this special population.
Persons of populations overrepresented in homelessness	Invitations were distributed through social media posts on all jurisdictional partners medial platforms, including Facebook, Instagram, Twitter, and other media outlets. Service providers were encouraged to post and distribute flyers and invite participants to attend the meetings. Social Service organizations posted materials at rural offices. The rural cities where the meetings were held also posted materials at their respective city halls. The City of Fresno posted flyers in libraries, community centers, and on bus lines

<p>Local department leaders and staff of qualifying small jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders</p>	<p>Partners were invited through announcements at FMCoC general membership meetings, internal Social Services leadership meetings, the County of Fresno website, and City of Fresno distribution list. The County of Madera invited Social Services, Public Health, and Behavioral Health leadership via email with reminders as the date approached; Other local leaders were invited through announcements at leadership meetings. Announcements were also posted on the County of Madera website.</p>
<p>Homeless service and housing providers working in that region</p>	<p>Service providers received invites during regular Coordinated Entry Committee meetings, monthly FMCoC leadership meeting and general membership meetings. The FMCoC hosted a hybrid community meeting during a general membership meeting connecting with multiple service, housing providers, and other stakeholders. The County of Madera invited homeless service providers through announcements at the County's monthly Housing our Homeless Committee meetings.</p>
<p>Each Medi-Cal Managed Care Plan contracted with the State Department of Health Care Services in the region</p>	<p>Managed Care Plans were invited through existing relationships within the jurisdictions, and announcements at the FMCoC general membership meetings.</p>
<p>Street medicine providers and other providers directly serving people experiencing homelessness or at risk of homelessness</p>	<p>Partners providing street medicine were invited through announcements at FMCoC general membership meetings, and the County of Fresno, County of Madera and City of Fresno websites, and City of Fresno distribution list.</p>

The regional jurisdictions certify under penalty of perjury that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan.