



# County of Fresno

COUNTY ADMINISTRATIVE OFFICE

**PAUL NERLAND**

COUNTY ADMINISTRATIVE OFFICER

April 22, 2025

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

Dear Ms. Wilbur:

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

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

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

### **Agency Capacity to Perform Role of Collaborative Applicant**

Since 2018, the County has served as the Administrative Entity for the FMCoC, applying for and managing State grants, including HCD ESG, the Homeless Emergency Aid Program (HEAP), the California Emergency Solutions and Housing Program (CESH), and the Homeless Housing, Assistance and Prevention Program (HHAP). As the Administrative Entity, the County collaborates with its jurisdictional partners to gather input and develop funding applications on behalf of the FMCoC. The County oversees State funding awards to ensure timely obligation and expenditure of funds while also monitoring several homeless services programs supported by FMCoC funding. The County attends monthly FMCoC meetings to discuss current homeless needs and plans for services that will address barriers faced by the homeless population, providing updates on homeless funding, contributing to the Annual Action Plan, and sharing available homeless services RFPs with the stakeholders. The County's experience as the Administrative Entity positions the County for a seamless transition into the Collaborative Applicant role, given the parallel nature of the two roles.

The County Department of Behavioral Health (DBH) manages several permanent supportive housing (PSH) funding grants and provides onsite supportive services to DBH persons served at PSH projects throughout the County, including CoC-funded projects. Additionally, the County, through the Department of Public Works & Planning, has extensive experience administering HUD

funding for affordable housing development, rental assistance, public infrastructure, and community services through the HOME, CDBG, and ESG funding programs.

As the Administrative Entity for the FMCoC, the County has extensive experience preparing and submitting grant applications on behalf of the CoC, securing five rounds of HHAP funding as well as HCD's ESG funding, resulting in combined awards of approximately \$81 million in HHAP funds for the County, FMCoC, Madera County, and the City of Fresno. The successful application for each round of funding is a result of meticulous planning which includes comprehensive landscape analyses and gathering of community input through collaboration with different jurisdictional partners and established timelines to meet application goals and deadlines. The County's application process involves collaboration across jurisdictions, conducting landscape analyses, gathering community input, and ensuring all requirements are met. Structured timelines and checklists are developed to maintain organization and meet deadlines efficiently. Additionally, the County, has applied for and been awarded several State PSH funding grants and continues to pursue opportunities to provide service-rich residential projects serving people experiencing homelessness through other programs like the Behavioral Health Continuum Infrastructure Program (BHCIP) and Homekey+.

#### **Agency Plans to Support Major Administrative Priorities of Collaborative Applicant**

The County's extensive experience in managing procurement and application processes means the County is well equipped to oversee the CoC NOFO funding competition and ensure that a complete CoC program funding application is submitted timely each year. The County's procurement process aligns with Federal regulations to ensure a fair selection process. Bids are made public to the community and evaluated by review committees comprised of subject matter experts, County staff, and community representatives. Contracts resulting from selected bids are presented to the County Board of Supervisors for final approval.

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

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

The County will develop and update policies and procedures following a set process to ensure compliance with State and Federal regulations. When legislative or policy changes occur, procedures will be revised or composed as required. Designated staff will develop policies and procedures, which are then reviewed by subcommittees composed of subject matter experts, with

April 22, 2025

Page Three

Executive leadership involvement as needed. Written standards are created to ensure program alignment with policies and funding regulations, such as HUD's ESG. These standards outline program requirements, including monitoring, reporting, records retention, match obligations, and eligible activities, in accordance with state and federal guidelines.

**Staffing to Manage Collaborative Applicant Role**

The Collaborative Applicant role will be administered by the CAO and overseen by the CAO Homelessness Program Manager, serving as liaison with the CoC Board and jurisdictions, managing Collaborative Applicant activities and associated funding streams, and serving as the main point of contact to HUD for CoC matters. The County will leverage existing CoC support staff and contracted technical assistance provider, Homebase, as it transitions to the Collaborative Applicant role. Additional dedicated County staff positions to support the work of the Collaborative Applicant will be incorporated once the County applies for and receives the CoC Planning Grant. County staff time spent on Collaborative Applicant activities will be leveraged to help meet the 25% match requirement for the Planning Grant.

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

Thank you for your consideration.

Sincerely,

Paul Nerland  
County Administrative Officer  
County of Fresno