

Solving Homelessness Challenges Threatened By Too Many ‘Helping Hands’
Fresno County Grand Jury Report No.4
October 2020

SUMMARY

The 2019-2020 Fresno County Civil Grand Jury initiated an investigation of the City of Fresno’s and the County of Fresno’s actions to address the homelessness challenges in Fresno County.

Homelessness is a dynamic and complicated issue that requires a comprehensive, coordinated approach to create long-term sustainable solutions. Unfortunately, a “crib sheet” is required to keep track of all the governmental and nonprofit entities working to resolve this challenge locally. As a result, duplicative and sometimes overlapping roles, fuzzy lines of authority, and a myriad of often-competing initiatives make it difficult to measure the effectiveness of the actions initiated to address homelessness in Fresno County. As a result, the City of Fresno and County of Fresno’s current efforts lack coordination and threaten the very objective to be achieved: eliminating, or greatly reducing, homelessness.

The Grand Jury learned in its investigation that this critical community challenge was not being met with a clear strategic plan of coordination between the City of Fresno, County of Fresno, other government agencies, and nonprofit partners. Moreover, the response was complicated by varied requirements of federal, state, and private funding sources.

It became clear to the Grand Jury that there was no single organization that had ultimate accountability for oversight of the various programs and services being provided in Fresno County. This lack of coordinated effort has contributed to the problem rather than support successful outcomes.

GLOSSARY

California Emergency Solutions and Housing (CESH): Provides five-year grants to homeless service providers. CESH funds may be used for five primary activities: housing relocation and stabilization services (including rental assistance); operating subsidies for permanent housing; flexible housing subsidy funds; operating support for emergency housing interventions; and systems support for homelessness services and housing delivery systems. In addition, some administrative entities may use CESH funds to develop and/or update a Coordinated Entry System (CES), Homeless Management Information System (HMIS), or Homelessness Plan.

Chronic Homelessness: Defines people living in a place not meant for human habitation, a safe haven, or emergency shelter, and who have been homeless continuously for at least 12 months or on at least four separate occasions in the last three years where the combined occasions must total at least 12 months.¹

Homeless: Defines an individual or family with a primary nighttime residence that is a public or private place not designed for, nor ordinarily used as, a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or an individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or an individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.²

Fresno Madera Continuum of Care (CoC): Organization required by the United States Department of Housing and Urban Development whose purpose is to recommend funding for disbursement to service providers.

Homeless Emergency Aid Program (HEAP): One-time block grant established in 2018 by state statute and authorized by the legislature to provide direct assistance to cities and counties through the Continuum of Care to address the homeless crisis in California.

Homeless Housing Assistance and Prevention (HHAP): Signed into federal law in 2019 to provide one-time block grants to local jurisdictions to support regional coordination and expand or develop local capacity to address immediate homelessness challenges. Funding for the current funding cycle is allocated as follows:

- 44 Continuums of Care - \$190 million
- 13 large cities (300,000+ population) - \$275 million
- 58 counties - \$175 million.

HUD: United States Department of Housing and Urban Development.

Street2Home Fresno County (Street2Home): A plan to end homelessness in the Fresno County community utilizing a collective impact initiative.³

¹ Street2Home Fresno County. A Framework for Action, September 2018.
https://static1.squarespace.com/static/5bce427bab1a620db3827b91/t/5bcf93320d929728e94baff/1540330305802/Street2HomeReport_v8.pdf

² U.S. Department of Housing and Urban Development Office of Public and Indian Housing Act.
<https://www.hud.gov/sites/documents/PIH2013-15.PDF>

³ Street2Home Fresno County. A Framework for Action, September 2018.
https://static1.squarespace.com/static/5bce427bab1a620db3827b91/t/5bcf93320d929728e94baff/1540330305802/Street2HomeReport_v8.pdf

BACKGROUND

Since 2006, numerous plans have been initiated and/or implemented to end homelessness in Fresno County. The first was a 10-year plan developed by the Fresno Madera Continuum of Care. In 2008, the “10-year Plan to End Homelessness” by the CoC was adopted by the City of Fresno and County of Fresno and updated in 2011.⁴ In 2009, Fresno First Steps Home was born out of the partnership between the City and County of Fresno to end chronic homelessness by 2018. Fresno First Steps Home exists for two reasons: to raise private and corporate contributions and to allocate funds to homeless service providers. In 2016, the City of Fresno and County of Fresno updated the 10-year CoC plan to create One Vision, One Mission. (Appendix A.)

Currently, the Fresno Madera Continuum of Care recommends the allocation of funds from HUD. The City of Fresno, County of Fresno Departments of Social Services and Behavioral Health, and the Fresno Housing Authority all provide services and programs in the Fresno-Madera geographic area, along with several nonprofit homeless services and emergency shelter providers such as Turning Point of Central California, Poverello House, Fresno Rescue Mission, Marjaree Mason Center, and Westcare, among others. Despite the efforts of these organizations, homelessness numbers, while dropping in the past, increased by 17% in 2019 over 2018 to 2,508.⁵ The number of homeless for 2020 has not yet been reported.

In an attempt to better coordinate and improve effectiveness in addressing homelessness, the City of Fresno and the Fresno Housing Authority contracted with Barbara Poppe and Associates to advise on “proven practices that have been shown to reduce homelessness in other communities.”⁶ The recommended actions included a plan for the City and County of Fresno to develop a new collective impact initiative to oversee the many programs that provide services to the homeless.

As a result, Street2Home was adopted by the City of Fresno and subsequently by the County of Fresno. Additionally, in June 2019, the County of Fresno Board of Supervisors adopted 14 priorities to comprehensively address the homelessness issue Countywide. These priorities were the result of staff meetings with 14 other cities in Fresno County. (Appendix B.)

⁴ The Fresno Madera Continuum of Care Ten-Year Plan to End Homelessness 2006. http://www.fresnomaderahomeless.org/Content/files/FresnoMaderaCoC_10yearPlan.pdf?Length=0

⁵ Fresno County Newsroom, Point in Time Count 2019. <https://fresnocountynewsroom.com/2019/06/07/point-in-time-count-2019/>

⁶ Barbara Poppe is the founder of Barbara Poppe and Associates and is the former executive director of the United States Interagency Council on Homelessness. Ms. Poppe is a nationally recognized expert on homelessness and results-driven public-private partnerships. Street2Home Fresno County, September 2018.

To move Street2Home forward, Westcare was tasked with submitting a \$150,000 grant proposal to Kaiser Permanente (Kaiser) to support three paid positions for Street2Home: an executive director, facilitator, and data manager. Although the Kaiser grant was funded in 2019, the positions were still vacant at the time the Grand Jury concluded its investigation in March 2020.

METHODOLOGY

To better understand the complexity of homelessness in Fresno County, the Grand Jury met with representatives from the City of Fresno and County of Fresno governmental agencies and nonprofit service providers to determine the extent of services and where duplication of and/or deficiencies might exist. The Grand Jury also reviewed articles in The Fresno Bee, organization websites, reports and plans that addressed homelessness from the organizations.

DISCUSSION

Established in 2002, the Fresno Madera Continuum of Care (CoC) recommends the allocation of HUD funding for homeless services in Fresno and Madera Counties. The membership consists primarily of local government agencies and nonprofit homeless service providers. Board members are selected from the membership and, in many cases, are representatives of organizations that receive federal funds.

After reviewing the CoC's website and from the result of interviews, the Grand Jury noted the following concerns:

- As of March 4, 2020 the most recent information available on CoC's website was from 2015. However, the 2020 copyright date on the website suggests the site is current. During the investigation, it was confirmed that the information on the website was out of date, but would be updated in the future.
- Although not required to do so, the CoC does not follow Brown Act requirements⁷ which would provide a level of transparency that does not currently exist.
- The CoC board is comprised of representatives of recipient organizations who vote on the recommended allocation of funds.

In 2008, the City of Fresno and County of Fresno jointly drafted and adopted a 10-year plan to end chronic homelessness in Fresno County. A status update in 2016 indicated a policy shift from getting individuals "housing ready" to establishing a model of "housing first." In the "housing ready" model, an individual must comply with restrictions and policies to qualify for

⁷ The Brown Act Pamphlet 2003, California Attorney General's Office. https://oag.ca.gov/sites/all/files/agweb/pdfs/publications/2003_Intro_BrownAct.pdf

housing. In the “housing first” model, an individual is housed first and then provided services necessary to sustain housing and lead to independent living.

Upon the recommendation of the CoC, HUD contracts directly with the following, as well as other, service providers:

- County of Fresno
- City of Fresno
- Turning Point of Central California
- Westcare
- Marjaree Mason Center
- Poverello House.

In addition, the City of Fresno and County of Fresno contracts with some of these same providers for services provided by other funding sources.

In 2017, the Fresno Housing Authority and the City of Fresno Mayor’s Office contracted with Barbara Poppe and Associates to develop a comprehensive plan to address homelessness in the Fresno County community. The report suggested that “a new collective impact initiative, Street2Home, should be launched to comprehensively address homelessness across Fresno County.”⁸ The initiative is to be guided by the formation of a Collective Impact Council composed of representatives from the areas of philanthropy, the diverse faith community, experts on affordable housing and homelessness, and human services experts. The five conditions that distinguish collective impact from other types of collaboration are:

1. A common agenda
2. Shared measurement systems
3. Mutually reinforcing activities
4. Continuous communication
5. Presence of a backbone organization.⁹

Several interviews confirmed that the effort to fill the positions of the Street2Home organization recommended by the Street2Home report have stalled, and at the time of the Grand Jury’s interviews, some board appointments were still pending.

⁸ Street2Home Fresno County. A Framework for Action, September 2018. https://static1.squarespace.com/static/5bce427bab1a620db3827b91/t/5bcf93320d929728e94baff/1540330305802/Street2HomeReport_v8.pdf

⁹ Fay Hanleybrown, John Kania, and Mark Kramer. Stanford Social Innovation Review, “Channeling Change: Making Collective Impact Work.” January 26, 2012. https://ssir.org/articles/entry/%20channeling_change_making_collective_impact_work

Currently, the Fresno Madera CoC is the backbone organization required by HUD to organize and deliver housing and many other services to meet the needs of the homeless population. During the Grand Jury's interviews it was evident this all-volunteer organization does not have the necessary resources to provide requisite coordination and oversight.

At the request of the Fresno Housing Authority and the City of Fresno Mayor's Office, Westcare submitted an application to Kaiser Permanente (Kaiser) for a \$150,000 grant to fund three positions to staff the Street2Home organization and provide support to the Collective Impact Council. More than one year later, the positions were still vacant, and the Collective Impact Council efforts have stalled according to individuals interviewed by the Grand Jury. Upon receipt of the latest round of HHAP funding in 2020, Westcare submitted a request to Kaiser for an extension of the original grant. The extension was approved along with an additional grant of \$150,000. In addition, Fresno First Steps Home and the Fresno Housing Authority have expressed interest in supplementing these funds.

During the investigation, the Grand Jury was told that the Fresno Madera Continuum of Care board members may have conflicts of interest, and that the ranking process for HUD grants is not open and transparent. However, the Grand Jury found that the CoC has contracted with an outside consultant to lead a committee responsible for the ranking of HUD applications. While the CoC board members do vote on the allocations, they are not part of the ranking process and have never changed the committee recommendations. It was also suggested in Grand Jury interviews that the contracts for HHAP, HEAP, and CESH funds are not adequately monitored for compliance by the County of Fresno. However, upon investigation, it was demonstrated that the County of Fresno has a rigorous Contract Monitoring Plan: one that is based on whether the contract is a "fee for service" or "program based." Contracts are monitored by staff analysts who have been trained by the federal government, and who utilize a system of risk analysis to determine the frequency of monitoring. Activity reports, invoices, audits and site visits are all part of the monitoring required by funding agencies.

Although there are numerous programs and services available to address the homelessness challenges in Fresno County, there is no avenue to effectively communicate to the public at-large information about existing programs and services and what measures of success have been achieved. While The Fresno Bee publishes articles when funds are approved and allocated, or when problems in the homeless community occur in the greater Fresno area, little other information is readily available to the public. The backbone organization is intended to build public awareness and engagement.

FINDINGS

- F1. There is a lack of robust central coordination in providing homeless services in Fresno County.
- F2. Although funding is available, the three positions recommended in the Street2Home report for the “backbone organization” remain unfilled.
- F3. The Fresno Madera Continuum of Care does not adequately communicate its processes and operations to allay concerns that potential conflict in interests may exist among the board members; however, the CoC is operating within the guidelines established by HUD.
- F4. There is a lack of communication with the public at-large regarding services provided for the homeless and the success of efforts to reduce the homeless population.

RECOMMENDATIONS

- R1. The Street2Home organization should fill all board vacancies by December 31, 2020. (F1)
- R2. The Street2Home organization should operate openly and transparently with community involvement by inviting the public to participate in widely noticed meetings and by allowing time for public comment during board meetings. (F1)
- R3. The Street2Home organization positions of executive director, facilitator, and data manager should be filled by no later than March 31, 2021. (F2)
- R4. The Fresno Madera Continuum of Care should update its website with current member information; meeting agendas and minutes; and current funding opportunities and awards no later than March 31, 2021. (F3)
- R5. The City of Fresno and County of Fresno should perform and publish quarterly audits of all homeless grants to ensure that funds are being spent appropriately, services are being provided, and goals are being met. This should be ongoing beginning with Fiscal Year 2020-21 and findings should be posted on their websites as well as the CoC website. (F4)
- R6. The Fresno Madera Continuum of Care ought to consider complying with the Brown Act guidelines for posting meeting notices, and also inform the members and the public about the application and ranking process for organizations that apply for HUD awards. This should be ongoing and begin no later than 90 days after the publication of this report. (F3)

R7. Street2Home should develop a plan for regular dialogue with the Fresno County community to educate and inform the public about what is being done to resolve homelessness in the community. (F4)

R8. Street2Home meetings should be held at easily accessible venues and at times that encourage public participation, beginning no later than March 31, 2021, or as allowed by restrictions imposed due to the COVID-19 pandemic. (F4)

REQUEST FOR RESPONSES

Pursuant to California Penal Code, section 933.05, the Fresno County Grand Jury requests responses to each of the specific findings and recommendations. It is required that responses from elected officials are due within 60 days of the receipt of this report and 90 days for others.

The Fresno Grand Jury requests responses as follows:

- Program Manager, County of Fresno Department of Social Services (F1, F4, R5)
- Chair, Fresno Madera Continuum of Care (F1, F3, F4, R4, R6)
- City of Fresno Mayor's Office of Strategic Initiatives (F1, F2, F4; R1, R2, R3, R7, R8)

DISCLAIMER

Reports issued by the Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Grand Jury.

**City of Fresno and County of Fresno 10-Year Plan to End Chronic Homelessness
Status Update May 2016**

STATUS UPDATE: MAY 2016

**City and County of Fresno
10-Year Plan to End Chronic Homelessness**

- » Updated information on our current homeless population according to the 2016 Point-In-Time survey
- » An overview of our community’s accomplishments to date
- » An outline of the critical “next steps” in our ongoing effort to prevent and end Veterans and chronic homelessness in Fresno

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 On April 14, 2008, the County and City of Fresno jointly announced their commitment to drafting a first-ever 10-year plan to end chronic homelessness in Fresno. With guidance and technical assistance from the Bush Administration’s U.S. Interagency Council on Homelessness, dozens of elected leaders, service providers, and community leaders dedicated the next 100 days to crafting a comprehensive plan to address chronic homelessness.

On September 9, 2008, at a joint meeting of the Fresno County Board of Supervisors and the Fresno City Council, the plan was adopted. It includes the following vision, mission, and goals:

Vision

Fresno County residents will have permanent housing and access to resources and support services necessary to prevent and break the cycle of chronic homelessness.

Mission

To prevent and end chronic homelessness in Fresno County by creating and implementing a comprehensive, innovative and realistic ten-year strategy that embraces a foundation built on the following principles: **HOPE.**

Housing First—Maintain the existing capacity to house homeless residents and introduce additional capacity to balance needs by aggressively soliciting grants, subsidies, and loans.

Opportunity—Provide for the rights and dignity of our homeless by offering them opportunities to return to mainstream society.

Prevention—Stop the cycle of chronic homelessness before it begins.

Establishing collaboration—Take a unified local and regional community approach to the crisis of chronic homelessness.

Goals

To accomplish this vision and mission, the 10-year plan identifies specific goals relating to:

1. availability of housing,
2. coordination among service providers,
3. improving outreach, and
4. preventing homelessness.

Ending Veteran's Homelessness

In addition to the goals identified in the 10-Year Plan, in 2014, the City of Fresno was asked by the Department of Veteran Affairs and HUD to participate in the "25 Cities" initiative dedicated to ending veteran homelessness by the end of this year.

Ending Chronic Homelessness

The U.S. Interagency Council on Homelessness advised the City and County to prioritize ending *chronic homelessness* in its efforts to address the overall homeless challenge in Fresno. A chronically homeless individual is defined as one who has been on the streets for a long period of time (usually more than 12 months) and has multiple conditions—behavioral, physical and/or mental health—that require moderate to intensive support to resolve. Chronic homelessness is contrasted with "situational homelessness," which refers to people who have been on the streets for shorter periods of time and who don't suffer from the mental, behavioral, or physical health issues chronically homeless individuals experience.

Focusing first on chronically homeless people is not to say the community should not also be concerned with situational homelessness in all populations—youth, families, victims of domestic violence—but the U.S. Interagency Council on Homelessness advised the City and County to focus on chronic homelessness for three reasons:

- First, chronically homeless individuals are the most vulnerable population on our streets having been there the longest and struggling with physical, mental, or behavioral health issues.
- Second, this is the population that, if unaddressed, is costing our community nearly \$80,000,000 per year in public resources (*Source: Cost Analysis for the Fresno Ten-Year Plan to End Chronic Homelessness by Culhane & Metraux, April 2010*) in the form of health care, public safety, and other public and community resources.
- Third, while situationally homeless individuals will self-correct in most cases, chronically homeless individuals are the least likely to be able to get and stay off the streets without community intervention.

Of those who are chronically homeless in Fresno, approximately one-third are the most vulnerable (a score of 10 or greater on the community's assessment scale—see the section entitled *Coordination Among Service Providers*) and require permanent supportive housing, meaning they will require rental assistance and supportive, social services for the rest of their lives in order to stay out of homelessness. The remaining two-thirds of the chronically homeless population in Fresno require intervention and assistance to get off the streets, but on average will only require 24 months or less of housing and social services support to stabilize their lives and achieve independence again.

In the first seven years of implementation, Fresno has seen unprecedented levels of collaboration among public agencies, non-profits, private donors and volunteers to help address homelessness. This includes the hundreds of volunteers who have participated in annual Point-in-Time counts to ensure we have an accurate count and better understanding of the needs of those who are homeless; non-profits who have donated staff and financial resources to support the MAP Point at the Pov; and the donations of almost \$1 million from hundreds of private individuals and businesses for housing through Fresno First Steps Home; our community has made substantial progress in addressing chronic homelessness in Fresno. And, the annual decreases in the number of homeless people in Fresno indicate these efforts are paying off. Seven years of hard work have resulted in progress, setbacks, lessons learned, and new resources and strategies emerging since the drafting of the original plan to address chronic homelessness.

The following pages are intended to provide (1) updated information on our current homeless population according to the 2016 Point-In-Time survey; (2) an overview of our community's accomplishments to date; and (3) an outline of the critical "next steps" in our ongoing effort to prevent and end Veterans and chronic homelessness in Fresno.

Fresno Madera Continuum of Care Point-in-Time Count

The point-in-time (PIT) count of homeless persons in the Fresno and Madera region provides a snapshot of the number of sheltered or unsheltered persons on a single night in our community. The PIT is organized and executed by the Fresno Madera Continuum of Care (FMCoC), a consortium of partners meeting the requirements of the United States Department of Housing and Urban Development (HUD) to provide a comprehensive, coordinated homeless housing and services delivery system called a Continuum of Care (CoC). As required by HUD, the FMCoC follows the methodological guidelines necessary to produce a statistically reliable, unduplicated sheltered (annual) and unsheltered (biennial) count of homeless persons within our geographic region.

The total number of homeless persons enumerated in the count includes those who are unsheltered and sheltered. Both unsheltered and sheltered populations represent individuals or families who do not have a primary nighttime residence and may require assistance to obtain permanent housing. Unsheltered homeless persons are individuals/families that reside in a place not meant for human habitation. Included in this count are people who are literally sleeping on the streets and/or living in temporary tents, sheds, a shanty, encampments and vehicles. Sheltered homeless persons are individuals or families that reside in emergency housing (a shelter facility or in a hotel/motel paid for by Federal, State or local governments or charitable organizations), a warming center or transitional housing.

From 2009 to 2016, the FMCoC conducted an annual sheltered and a frequent (annual since 2012) unsheltered count. The numbers from the point-in-time counts are displayed below in Table 1.

Table 1 distinguishes between sheltered (emergency or temporary facilities) and unsheltered (street or uninhabitable location) homeless. The total homeless for each year represents the sum of the sheltered and unsheltered populations. The chronically homeless persons have been on the street for an extended period of time and have an accompanying

disability, represent a subpopulation of homeless identified in the total homeless count. Between 2009 and 2016 PIT count, the number of total homeless has decreased by just over 48%, and the number of chronically homeless has decreased by 51%. Figure 1 illustrates the change in the sheltered and unsheltered homeless populations from 2009 to 2016.

TABLE 1: Total Homeless Persons, Sheltered and Unsheltered, in Fresno City and County from the Point-in-Time Count, 2009–2016

PIT Year	Sheltered	Unsheltered	Total Homeless	Chronic Homeless
2009**	1045	2092	3137	901
2010**	882	*	2974	879
2011	930	3271	4201	663
2012	534	*	3805	651
2013	504	2295	2799	332
2014	603	1662	2265	497
2015	471	987	1458	258
2016	357	1265	1622	438
% Change 2009 to 2016			-48.3%	-51%

* No unsheltered count was conducted, so the previous year's unsheltered numbers are used for the total homeless and chronic homeless data.

** In the 2009 and 2011 PIT count report, the unsheltered subpopulation numbers were not distinguished between Fresno and Madera, so the number of veterans and chronically homeless persons reported in the table above represent those counted in both the Fresno and Madera region.

Table 1. Total homeless, sheltered and unsheltered, enumerated in Fresno City and County during the point-in-time counts conducted from 2009 to 2016, includes subpopulations, victims of domestic violence, veterans, and chronically homeless.

FIGURE 1: Fresno’s Unsheltered and Sheltered Homeless from the Point-in Time Count, 2009-2016*



* No unsheltered count was conducted in 2010 and 2012

Figure 1. Unsheltered and sheltered homeless in the Fresno area that were counted during the point-in-time.

TABLE 2: Chronic Homeless Status of Sheltered and Unsheltered Veterans and Non-Veterans in the 2016 Point-in-Time Count

	Veterans	Non-Veterans	TOTAL
Chronic Homeless	68	370	438
Non-Chronic Homeless	145	1,039	1,184
TOTAL	213	1,409	1,622

Table 2. The chronically homeless status of veterans and non-veterans identified in the 2016 Point-in-Time Count.

Table 2 identifies the veteran and chronic homeless status of our total (sheltered and unsheltered) homeless population in the Fresno region. Of the 438 chronically homeless persons (27% of the total homeless population), 68 (16%) are veterans and 370 (84%) are non-veterans.

1,184 non-chronic homeless persons make up the majority of the homeless population at 73%. Of the non-chronic homeless, 145 (12%) are veterans and 1,039 (88%) are non-veterans. In total, veterans (213) make up 13% of the total homeless population in Fresno.

Accomplishments to Date

Preventing and ending chronic and veteran homelessness in Fresno is an extremely complicated challenge, as each chronically homeless person on our streets today is a unique individual with their own life story, circumstances, challenges and medical and/or mental health issues. Responding to this complicated challenge requires a flexible, well-coordinated and effective system of service providers, interventions and resources to respond to the distinct circumstances

impacting each person. It is impossible to fully capture the accomplishments of the agencies, entities, and individuals who have been so dedicated to this effort, but the following measurable steps at least begin to document where our community was when we started implementation of the 10-year plan in 2009 and where we are today so that we can chart the course for the next three years of work.

Housing

An important policy change for Fresno began with embracing the “housing first” model, as recommended by the U.S. Interagency Council on Homelessness and HUD. Like other communities, Fresno was focused on getting individuals “housing ready”—i.e., providing substance rehabilitation, mental health treatment and other treatment methods before allowing an individual to be placed in housing. While successful in some cases, it did not significantly reduce the amount of homelessness in Fresno and generally led to a more stable transient population, followed by instability as individuals fell out of treatment for a myriad of reasons. Shifting towards “housing first” required service models to prioritize housing an individual as quickly as possible and wrapping supportive services around him/her for stabilization. With “housing first,” housing is viewed as the critical first step in rehabilitation and stabilizing an individual so that service providers can maintain regular contact, provide supportive services, and help transition as many individuals as possible to long term stability.

Implementing this strategy requires the availability of Emergency Shelter and Resources, which include emergency housing and hotel/motel vouchers for varying populations; Veterans Housing Resources which include emergency shelter, transitional housing and permanent supportive housing specifically for Veterans; Transitional Housing, designed to provide interim stability and support for up to 24 months; and Permanent Housing which is comprised of two (2) types of housing—Permanent Supportive Housing designed to provide permanent housing and supportive services to the most vulnerable homeless populations, and Rapid Rehousing designed to provide housing with less intensive supportive services for up to 24 months. Augmenting these housing supports is the availability of the Fresno Housing Authority’s Limited Preference Program intended for those who have gained stability to the extent that less supportive services are needed. However, rental assistance is still necessary. The following table identifies the increase in housing resources from 2009 to 2016 that has resulted from the shift to a “housing first” model for addressing homelessness in Fresno. In addition, a complete list of housing resources is available in Appendix 2.

TABLE 3: Total Homeless Beds

	Shelter Beds*	Transitional Beds	Permanent Beds	Permanent Vouchers**	Total Beds
2009	678	426	223	0	1327
2010	566	466	345	0	1327
2011	641	512	388	0	1541
2012	334	501	597	100	1532
2013	271	487	666	100	1524
2014	277	433	784	100	1594
2015	214	428	931	200	1773
2016	260	214	1032	200	1706
% Change 2009 to 2016					+28.6%

* Shelter beds refer to those programs that dedicate their resources for those lacking a permanent nighttime residence and provide assistance in obtaining permanent housing. It is recognized that there are additional shelter beds for other circumstances, such as the American Red Cross, that relate to specific emergencies.

** These voucher programs include the City of Fresno's HOME Tenant Based Rental Assistance voucher program and Fresno Housing Authority's Limited Preference voucher program.

Table 3: Total (Veteran and non-Veteran) number of dedicated homeless beds (shelter, transitional, and permanent) and vouchers (permanent) from 2009-2016

Coordination Among Service Providers

Coordinated Entry and Assessment Tools—As part of a mandate coming out the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), Fresno moved to create a Coordinated Entry System in July 2011. The effort began with the first “Registry Week” conducted, utilizing a common assessment tool—the Vulnerability Index (VI). The VI gave the community a way to identify and triage individuals most at risk of dying on the streets.

In 2013, the VI was enhanced to the “Vulnerability Index Service Prioritization Decision Assistance Tool” (VI-SPDAT), which further triaged individual’s priority for housing and other services. This prioritization gave the community a data-driven process in which to assign the appropriate housing and services resources to those most in need. The implementation of a common assessment tool established housing solutions that took the community from an agency-centric to a client-centric orientation; lessening the barriers for those seeking services. All member agencies of the FMCoC have committed to using the VI-SPDAT and using the Coordinated Entry System.

In addition to triaging clients, VI-SPDATs, allow us to enumerate the number of individuals that are homeless throughout the year, unlike the point-in-time count of homeless persons on a given night (1,434 homeless persons in 2015). There were 1,661 homeless individuals assessed using the VI-SPDAT in 2015. The difference (294) between the number of homeless counted during the PIT and the number of VI-SPDATs conducted accounts for those that have entered homelessness since the night of the point-in-time count.

Coordinated Information System: Homeless Management Information System

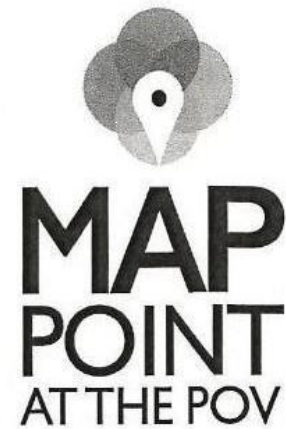
(HMIS)—Fresno embraced a decision making model based on data from the Homeless Management Information System (HMIS), which is a HUD program primarily used for HUD Continuum of Care programs. HMIS was originally used as a tool to measure individual program performance. In 2013, it was decided to expand use of HMIS for system-wide performance measurement and began to incorporate data from non-HUD funded programs such as Runaway and Homeless Youth programs. Presently, Fresno Housing employs two data analysts to manage the HMIS system—concentrating on both individual program and system wide performance.

In furtherance of data analysis, a mobile application was developed to conduct the 2016 Point in Time Count. The community is now exploring the use of a Tableau, a data analytics platform, to create reports and data visualizations that will further assist in analyzing system-wide performance, such as Continuum of Care and Emergency Solution Grants and non-HUD funded programs.

By utilizing data that is now available in the HMIS, service providers have strong data to analyze to determine gaps in services and where annual Federal needs to be applied. As a result, the FMCoC successfully applied for HUD Continuum of Care funding requests for 307 new permanent supportive housing beds between 2013 and 2016.

Coordinated Physical Entry Point: MAP Point at the POV

In 2011, a group of community leaders from law enforcement, mental health, local hospitals, housing, education and faith based, gathered together to collectively confront the crisis of an overburdened mental health system that was impacting all community sectors. Recognizing that coordination is the main success mechanism in adequately leveraging resources, these *Community Conversations* assisted in the creation of a Multi Agency Access Program (MAP). The goal of MAP is to provide “the right care, the first time.” Currently located on the Poverello House campus, MAP Point at the Pov serves as the physical location of our coordinated entry system, linking vulnerable individuals needing assistance to a multitude of social service issues—including mental health, substance abuse treatment and housing.



MAP Point is supported by one full-time staff. Agency staff rotate weekly for two hours to provide their specific service and assist with completing assessments.

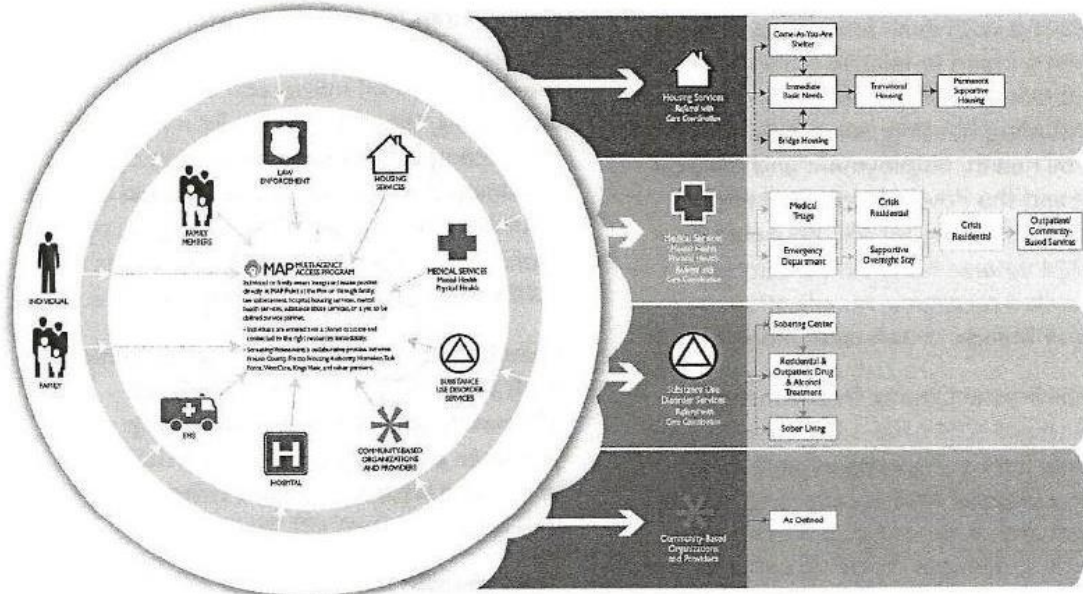


Figure 2. Multi-agency Access Program (MAP) Point diagram describing the service coordination process to assist individuals and families

The MAP Point Process

- 1. Go to a MAP Point**—A person in need of housing or supportive services goes to MAP Point.
- 2. Staff and consumer complete standardized intake & assessment**—The role of the MAP staff is to complete the initial intake assessment and link individuals and/or families to a navigator and the appropriate services immediately, whether that is housing, mental health, substance abuse treatment, or other social services.
- 3. Match with agency and transition from Navigator to Case Manager**—Once the individual and/or family is linked with the appropriate agency, the agency case manager takes over in developing a long-term plan for that individual or family and monitoring their success.

In February 2015, MAP Point at the Pov celebrated its one-year anniversary with great success. Since its inception, MAP Point at the Pov has assisted 1,376 client households, making a total of 3,447 contacts (including first-time and returning clients). Of the total contacts made at MAP Point, 92% were households without children and the remaining 8% were households with children. The data collected on first-time clients at intake indicates that 60% of service requests are for housing, followed by securing identification and documentation (13%), and employment (8%). The majority of the 1,376 first-time clients (53%) indicate that they slept in an uninhabitable location (e.g. street, car, tent, etc.). The majority of remaining clients reported having slept in an emergency shelter (20%) or with a friend or relative (15%). MAP Point also provided 1,785 linkages to various services, including housing, substance abuse, legal, mental health, employment and medical. MAP Point and the Pov's coordinated efforts helped provide housing for 681 households, including 324 veteran households, through federally funded programs, reunification with family or friends, or self-resolution.

Recently, the Fresno County Department of Behavioral Health (DBH) has solicited a Request For Proposals from community organizations to operate additional MAP locations to target underserved and un-served populations with social service challenges including behavioral and/or physical health and housing. DBH is creating an enhanced assessment tool to assess for all life domain needs. This tool will enable a variety of service providers to ascertain the most pressing of needs and provide linkage to care across sectors.

Improving Outreach

Before increasing outreach efforts to the chronically homeless population, our community had to ensure an efficient, well-coordinated system was in place to actually provide the services needed to get people off the streets. While street outreach has been occurring on an individual agency basis, it became clear

that proactive and systematic outreach was needed to make continued improvement on addressing chronic homelessness.

In the fall of 2014, ten homeless housing and supportive services agencies consisting of individuals from various agencies—public housing, substance abuse, mental health, Veterans affairs and youth—began working together to form the Home Outreach Team (HOT). This joint effort organized agency staff to conduct outreach to homeless individuals once a week for four hours. The outreach staff was tasked with locating new and existing individuals who could then be navigated through our coordinated entry system. Outreach staff locates these individuals with input from previous point-in-time counts, as well as reports from community members. When the outreach staff makes contact with homeless individuals, they focus on building relationships, conducting assessments, and assisting with obtaining the documentation needed to access available services. The work of HOT is ongoing. From April 2015 to April 2016, HOT has made 1,103 contacts with unsheltered persons.

Members of the public can call or email staff from HOT to report sightings of homeless individuals and to help facilitate putting homeless individuals in contact with service providers who can help them get off the streets.

The contact information for HOT is connect@fresnomap.org or phone at (559)512-6777.

It is important for members of the public to remember that it often takes multiple contacts with homeless individuals before they eventually access available services. Initially, an individual may decline to give any information at all when first approached by the outreach team. However, with continued interaction a relationship can ultimately be forged, which can lead to an individual accepting housing and support services. The outreach team is now using a mobile application to record interactions with all contacts,

thereby providing data to track information such as VI-SPDAT scores and geographic location. Ultimately, this data will assist in calculating the time it takes to provide housing and support from first interaction to program admission.

Fresno Police Department Homeless Task Force (HTF)—The Fresno Police Department’s Homeless Task Force was initiated in 2013, in response to a growing number of encampments. As HTF functions as part of the law enforcement community, the officers have been instrumental in assisting social services agencies in connecting homeless individuals to housing and support. HTF officers regularly identify “hot spots” where homeless individuals congregate and inform the Outreach Team members, who then follow up, complete assessments and coordinate services. Additional police officer positions have been funded to provide additional police support along Blackstone and around recycling centers where homeless individuals frequently congregate. Those positions are now in the process of being filled.

City of Fresno Funding for Additional Outreach Workers—Recognizing the need to expand the number of outreach workers who are available to make contact with homeless individuals and begin the process of getting them off the streets, the City of Fresno allocated \$400,000 of General Fund dollars to WestCare California, Inc., Turning Point of Central California, Poverello House and Fresno Economic Opportunities Commission to fund seven (7) additional social workers for the Homeless Outreach Team. Outreach, engagement, assessment and navigation services will be conducted on a regular, ongoing basis throughout the City of Fresno with an emphasis on areas identified by the Fresno Police Department’s Homeless Task Force. Outreach/ Navigators will be responsive to assessments generated from the City of Fresno, the Homeless Task Force and MAP Point at the Pov and will engage the homeless, conduct the VI-SPDAT assessment, provide brief interventions, link individuals to support services through the City, County and various social services agencies.

Prevention of Homelessness

Preventing homelessness was the fourth major goal of the City and County 10-year Plan to Prevent and End Chronic Homelessness. From 2009-2012, the City and County received one-time Federal grant funding for those who were literally homeless or at risk of homelessness and to try to keep as many people in housing as possible during the Great Recession. Those dollars, jointly administered by the City and County, helped keep 414 families housed. However, the grant funds were one-time in nature and have not been replaced. Virtually all of our community’s focus since then has been targeting chronically homeless individuals, as opposed to preventing people and families from becoming homeless in the first place. We recommend a continued focus on addressing chronic homelessness until we’ve reached “functional zero” (see next section). At that point, it would make sense to develop a dedicated, community effort around homeless prevention services.

Where do we go from here? The Next Three Years

Getting to “Functional Zero”—In 2015, Fresno was selected among 75 cities across the nation to participate in Zero: 2016. This initiative served to further streamline the work of ending Veteran and chronic homeless. The goal of this initiative is to use enhanced data and system alignment to reach “functional zero” for Veteran homelessness by December 31, 2016 and chronic homelessness by December 31, 2017.

“Functional zero” does not mean that there will no longer be any homeless people in Fresno. Unfortunately, in every community across the nation, there will always be a segment of the population falling into homelessness in any given year. Rather, “functional zero” means

the community has in place the resources and systems in place to provide the amount and level of services needed to quickly help people who become homeless—preferably within 30 days—so they do not slip into chronic homelessness. In other words, if 20 people become homeless in a month, the resources are in place to help all 20 knowing that the longer a person is out on the street, the harder and more expensive it will eventually be to get them off the street.

This section identifies the actions and resources needed to end chronic homelessness for (1) veterans, (2) the most vulnerable who require permanent supportive housing and (3) the less vulnerable who require rapid rehousing.

Ending Veteran Homelessness

Locally, the Zero: 2016 Community Team began by focusing on reaching functional zero for veterans. The Community Team began by creating a By-Name List (BNL) of all homeless veterans in Fresno and Madera with outreach to deliver services and housing solutions.

From January 2015 to February 2016, 357 veterans have been permanently housed. As of February 2016, 125 veterans remain homeless. In the last six months, the average monthly inflow of veterans entering homelessness was 21. If that average continues, it is expected that a total of 168 veterans will enter homelessness between March and October 31, 2016. In order to end chronic homelessness for veterans, about 28 to 33 veterans a month will need to be permanently housed by October 31, 2016.

Housing resources for Veterans are funded by HUD and Veteran Affairs. This includes emergency (41 beds), transitional (43 beds) and permanent housing (537 units) at approximately \$1.7 million annually. In addition, Fresno has been awarded Supportive Services for Veteran Families funding for rapid rehousing—approximately \$4 million this year. With these resources, 357 Veterans have achieved permanent housing.

With the goal of ending veteran homelessness well on its way, the community is now tasked with developing a strategic plan to further alleviate the chronically homeless and reach functional zero.

TABLE 4: Veteran Functional Zero

Current number of Veterans experiencing homelessness	125
Average monthly number of Veterans coming into homelessness	21
Months till Functional Zero	8
Total Inflow by 10/31/2016	168
Monthly housing placements needed to reach Functional Zero by 10/31/2016	36

Table 4. Calculating the number of housing placements needed to reach veteran functional zero by October 31, 2015

Ending Chronic Homelessness for the Most Vulnerable with Permanent Supportive Housing

As described previously, the most vulnerable chronically homeless persons require the most intensive, permanent housing interventions. About one-third will require permanent support housing (PSH), which is a type of permanent housing that includes supportive services tailored to the client's needs. Most likely, those services will be required for the rest of the individual's life. Two-thirds of the chronically homeless population require "rapid rehousing" (RRH), which is a less intensive level of intervention that involves housing assistance and services for about 24 months or less, at which point the client is often able to live independently. The community's common assessment tool, the Vulnerability Index Service Prioritization Decision Assistance (VI-SPDAT), helps to determine a person's vulnerability and who will require the more intensive, long term PSH to get off the streets, and who require the less intensive, short term RRH support to get off the streets.

In 2016, excluding veterans, the Point-in-Time count identified 370 chronically homeless (CH) individuals in Fresno City and County (See Table 2). When examining VI-SPDATs conducted on chronically homeless individuals between April 1, 2015 and April 1, 2016, 67% of those scored between a 0-9, which indicates that the appropriate intervention is rapid rehousing. Applying the same average to the 2016 Point in Time count, 248 (67%) of the 370 chronically homeless will require RRH, while the remaining 122 individuals will require the more intensive PSH intervention.

Permanent Supportive Housing Intervention— USICH SHOP Tool

The U.S. Interagency Council on Homelessness provides a tool (the Supportive Housing Opportunities Tool) to help plan for the numbers of Permanent Supportive Housing units needed to address chronic homelessness, given the turnover in units and other factors that affect the population. The SHOP tool takes into consideration:

- The number of people identified in the annual Point in Time count as non-veteran, chronically homeless individuals who are assessed at a 10 or higher on the VI-SPDAT;

- A 30% “annualization factor” resulting from inflow of additional homeless people in any given year and/or undercounts in the Point in Time count;
- Total inventory of permanent supportive housing units in the community;
- The percentage of units that turnover annually;
- The percentage of PSH units dedicated to chronic homeless population;
- The percentage of non-dedicated PSH units that are prioritized to serve the homeless population; and
- Any new PSH units that are planned.

Figure 3 shows the status quo resources that are currently available and planned to become available to serve the most vulnerable of the chronically homeless.

FIGURE 3: Inputs—Status Quo; No Additional Resources		
A	124	= Non-veteran individuals experiencing chronic homelessness (local 2016 Point-In-Time Count and VI-SPDAT data)
B	30%	= Annualization factor (inflow/undercount)
C	323	= Total inventory of permanent supportive housing (PSH) units for households without children (local 2016 Housing Inventory Count data)
D	19%	= % of PSH units that turnover annually
E	72%	= % of PSH dedicated to chronic homelessness (local 2015 Housing Inventory Count data)
F	85%	= % of non-dedicated PSH prioritizing people experiencing chronic homelessness
G	34	= Newly created PSH units available in 2016
H	0	= Newly created PSH units available in 2017
I	0	= Newly created PSH units available in 2018
J	0	= Newly created PSH units available in 2019

Figure 3. Displaying the USICH SHOP Tool inputs that determine Fresno’s current capacity to house non-Veteran, chronically homeless persons that need permanent supportive housing

IMPACTS—STATUS QUO; NO ADDITIONAL RESOURCES

Figure 4 below shows the impacts of those resources on ending chronic homeless for the most vulnerable and indicates that at our current pace, if no additional resources

are added, Fresno is on track to achieve “functional zero” for the most vulnerable chronically homeless population by 2019.

FIGURE 4: Impacts—Status Quo; No Additional Resources

		<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
1	Number of individuals experiencing chronic homelessness at beginning of year	122	67	41	16
2	Number newly entering or not counted in PIT	36	20	12	5
3	Annual need	158	87	54	20
4	Total available PSH inventory for households without children	316	350	350	350
5	PSH units dedicated to chronic homelessness	231	231	231	231
6	Annual turnover of dedicated PSH units	43	35	29	23
7	Total non-dedicated PSH for households without children	85	119	119	119
8	Annual turnover of non-dedicated PSH units	16	13	11	9
9	Non-dedicated PSH units prioritized for chronic homelessness	14	11	9	7
10	CH individuals housed through dedicated turnover PSH	43	35	29	23
11	CH individuals housed through prioritized turnover PSH	14	11	9	7
12	CH individuals housed through newly created PSH	34	-	-	-
13	Total housed	91	46	38	30
14	Number of individuals experiencing chronic homelessness at year-end	67	41	16	-
15	Percent Change since 2016		-39%	-77%	-100%

Figure 4. Displaying the USICH SHOP Tool impacts of Fresno’s current capacity to house non-Veteran, chronically homeless persons that need permanent supportive housing

The SHOP tool outputs (impacts) calculate Fresno City’s annual need and the estimated number of individuals experiencing CH based on the 2016 PIT count and inflow/undercount. After factoring in our various inputs that will result in housing CH individuals, the tool estimates the total number of CH individuals that will be housed throughout the year, the number of individuals that will be experiencing CH at year-end, and the percent change since 2016.

If strategies (inputs) to end chronic homelessness remain the same, there will be a 77% decrease in CH between 2016 and 2018, leaving 16 chronically homeless individuals experiencing homelessness at year end. In 2019, there will be zero chronically homeless individuals.

STRATEGIES TO END CHRONIC HOMELESSNESS FOR THE MOST VULNERABLE BY 2017

However, if the community wishes to accelerate the timeline and end chronic homelessness for the most vulnerable (i.e. those requiring permanent supportive housing) by 2017, the following additional resources would need to be added:

- Increase the number of PSH units dedicated to chronic homelessness from 231 to 269, making 38 additional units available through Federal grant resources provided in the 2016 HUD Notice of Funding Availability;
- Increase the percentage of remaining non-dedicated PSH units prioritizing chronically homeless individuals from 85% to 100% through Federal grant resources provided in the 2016 HUD Notice of Funding Availability; and
- Create 50 new PSH beds in 2017 with funding from Federal permanent housing “bonus” funds expected to be provided to the Fresno Madera Continuum of Care.

FIGURE 5: Impacts – Additional Permanent Supportive Housing Units

		2016	2017	2018	2019	
1	Number of individuals experiencing chronic homelessness at beginning of year	122	64	-	-	
2	Number newly entering or not counted in PIT	36	19	-	-	
3	Annual need	158	83	-	-	
4	Total available PSH inventory for households without children	316	350	350	350	
5	PSH units dedicated to chronic homelessness	85%	269	269	269	
6	Annual turnover of dedicated PSH units	19%	51	41	33	27
7	Total non-dedicated PSH for households without children	47	81	131	131	
8	Annual turnover of non-dedicated PSH units	19%	9	7	6	5
9	Non-dedicated PSH units prioritized for chronic homelessness	100%	9	7	6	5
10	CH individuals housed through dedicated turnover PSH	51	41	33	27	
11	CH individuals housed through prioritized turnover PSH	9	7	6	5	
12	CH individuals housed through newly created PSH	34	50	-	-	
13	Total housed	94	98	39	32	
14	Number of individuals experiencing chronic homelessness at year-end	64	-	-	-	
15	Percent Change since 2016		-100%	-100%	-100%	

Figure 5. Displaying the USICH SHOP Tool impacts of Fresno’s strategic plan expand current PSH capacity to house non-Veteran, chronically homeless persons that need permanent supportive housing

Ending Chronic Homelessness for the Less Vulnerable with Rapid Rehousing

Ending chronic homelessness for the less vulnerable population can be achieved with the use of rapid rehousing resources. The Chronic Assessment and Social Services Intervention Evaluation (CASSIE) Tool was developed to model the amount of RRH funding that will be needed to achieve “functional zero” for the less vulnerable, chronically homeless population. After making various assumptions, the tool determines how many non-veteran, chronically homeless individuals can be housed from 2016-2019 if various inputs are adjusted. (See Figure 6.)

INPUTS

- The initial input of 248 is 67% of the number of non-veteran individuals experiencing chronically homelessness (370) during the 2016 PIT count. (67% represents the percentage of chronically homeless clients Fresno has determined, via VI-SPDAT, will be appropriate for a RRH intervention)

- The 30% annualization factor is a national average that represents the number of individuals that are not captured in annual counts and/or enter homelessness in a given year
- The average months served (3) is the average length of service (LOS) for a household
- The percentage of RRH funds for households without children (60%), is calculated by determining the percentage of households without children served during the fiscal year, assuming that the project spends the same amount per household. 11% is the percentage of CH households without children that were served
- Finally, the tool has inputs for funding amounts for 2016-2019

FIGURE 6: Inputs—Status Quo; No Rapid Rehousing Resources Added		
A	248	= Non-veteran individuals experiencing chronic homelessness (local 2016 Point-In-Time Count and VI-SPDAT data)
B	30%	= Annualization factor (inflow/undercount)
C	3	= Average months served
D	60%	= % of RRH serving households without children
E	11%	= % of RRH households without children prioritizing non-veteran individuals experiencing chronic homelessness
F	\$ 1,000,000.00	= 2016 RRH funding
G	\$ 1,000,000.00	= 2017 RRH funding
H	\$ 1,000,000.00	= 2018 RRH funding
I	\$ 1,000,000.00	= 2019 RRH funding

Figure 6. Displaying the CASSIE Tool inputs that model Fresno's current use of rapid rehousing funds to house non-Veteran chronically homeless persons

IMPACT

Figure 7 demonstrates that if no additional resources are added for Rapid Rehousing, the number of individuals who don't require intensive permanent supportive housing

but who are still chronically homeless will nearly double from 2016 to 2019. Clearly, rapid rehousing resources are needed for our community to end chronic homelessness.

FIGURE 7: Impacts— Status Quo; No Rapid Rehousing Resources Added

		<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	
1	Number of non-veteran individuals experiencing chronic homelessness at beginning of year	248	296	358	439	
2	Number newly entering or not counted in PIT	74	88	107	131	
3	Annual need	322	384	465	570	
4	Total available RRH funding	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
5	Average months served	3	3	3	3	
6	Percentage of funding for households without children	60%	\$600,000	\$600,000	\$600,000	\$600,000
7	Percentage of funding for chronic homelessness	11%	\$66,000	\$66,000	\$66,000	\$66,000
8	Non-veteran chronic homelessness individuals housed	26	26	26	26	
14	Number of non-veteran individuals experiencing chronic homelessness at year-end	296	358	439	544	
15	Percent Change since 2016		21%	48%	84%	

Figure 7. Displaying the CASSIE Tool impacts that model Fresno's current use of rapid rehousing funds to house non-Veteran chronically homeless persons

STRATEGIES TO END CHRONIC HOMELESS WITH RAPID REHOUSING BY 2018

To end chronic homelessness using rapid rehousing by 2018, the use and amount of funding needs to be altered according to the following plan:

- Increase the average months served from 3 to 6 months. This strategy insures that chronically homeless persons have enough support in place to sustain housing when assistance is no longer provided. (See Figure 8)
- Increase the percentage of RRH dollars serving housing households without children from 60% to 75%
- Increase the percentage of RRH households without children prioritizing non-veteran individuals experiencing chronic homelessness from 11% to 100%
- Ensure \$1,000,000 in RRH funds are in place in 2016 (largely funded through existing grants)
- Increase RRH funding by \$500,000 to \$1,500,000 in 2017 (\$500,000 of additional funding will need to be raised)
- Ensure \$1,000,000 in RRH funds are in place in 2018 (See Figure 9)

FIGURE 8: Inputs—Additional Rapid Rehousing Resources

A	248	=	Non-veteran individuals experiencing chronic homelessness (local 2016 Point-In-Time Count and VI-SPDAT data)
B	30%	=	Annualization factor (inflow/undercount)
C	6	=	Average months served
D	75%	=	% of RRH serving households without children
E	100%	=	% of RRH households without children prioritizing non-veteran individuals experiencing chronic homelessness
F	\$1,000,000.00	=	2016 RRH funding
G	\$1,500,000.00	=	2017 RRH funding
H	\$1,000,000.00	=	2018 RRH funding
I	\$1,000,000.00	=	2019 RRH funding

Figure 8. Displaying the CASSIE Tool strategic inputs to expand current RRH capacity to house non-Veteran, chronically homeless persons that need rapid rehousing

FIGURE 9: Impacts—Additional Rapid Rehousing Resources

	2016	2017	2018	2019
1 Number of individuals experiencing chronic homelessness at beginning of year	248	174	4	0
2 Number newly entering or not counted in PIT	74	52	1	0
3 Annual need	322	226	5	0
4 Total available RRH funding	\$1,000,000	\$1,500,000	\$1,000,000	\$1,000,000
5 Average months served	6	6	6	6
6 Percentage of funding for households without children	75%	\$750,000	\$1,125,000	\$750,000
7 Percentage of funding for chronic homelessness	100%	\$750,000	\$1,125,000	\$750,000
8 Non-veteran chronic homelessness individuals housed	148	222	148	148
14 Number of non-veteran individuals experiencing chronic homelessness at year-end	174	4	0	0
15 Percent Change since 2016		-98%	-100%	-100%

Figure 9. Displaying the CASSIE Tool's impacts of Fresno's strategic plan to expand rapid rehousing funds to house non-Veteran, chronically homeless persons that need rapid rehousing

How can you help people who don't want to be helped?

Despite all the work in our community to create an effective, efficient, and comprehensive system to end chronic homelessness in Fresno, there is still a looming and obvious question that we must constantly be willing to face and discuss: "How can you help people who don't want to be helped?"

In April 2016, the U.S. Interagency Council on Homelessness (USICH) released a document outlining *10 Strategies to End Chronic Homelessness* (www.usich.gov/tools-for-action/10-strategies-to-end-chronic-homelessness).

These strategies include obtaining commitment from local leaders to coordinate efforts; increasing outreach efforts; implementing Housing First; and engaging public housing agencies. The Fresno community has employed all these strategies and more. As a community, we have come a long way in the last seven years since the 10-Year Plan was initially adopted. We continue to strengthen partnerships between public, private, nonprofit and faith based sectors and align resources accordingly. We have shown the political will to adjust strategies as necessary using data-driven results and national best practices as cornerstones.

Despite this work, we know there are individuals who are resistant to availing themselves of housing and support opportunities offered. It must be understood that homelessness is not a phenomenon that one wakes up to one day and decides to enter. Rather it is a process that happens over time, which means it takes time, plus trust in self and others, to eventually overcome. Being on the streets is stigmatizing and demoralizing. Those afflicted find themselves as part of a group—"the homeless"—instead of an individual with personal tragedies or personal decisions, which can erode self-worth and dignity. As such, often the assertion "I don't want housing" is a defense mechanism borne of an

attempt to assert dignity into one's life. The last seven years of experience in our community have proven that constant and continued engagement with homeless individuals ultimately does lead to getting people off the streets. The resources provided by the City of Fresno to increase our outreach teams will provide the staffing needed to make regular, consistent and persistent contact with people who remain on the streets to ensure they ultimately access available services. And, with some modest increases in funding commitments over the next 2 to 3 years, Fresno will have in place the housing and support services needed to end chronic homelessness in our city.

What can be done about homeless people who are involved in criminal behavior?

There has been much concern over the last year about homeless people being involved in criminal behavior like vandalism, burglary, illegal drug sales, etc. When it comes to criminal behavior, our reaction as a community should be the same whether the person involved in the criminal act is homeless or whether they live in a nice home in North Fresno: we will not tolerate illegal activity from any citizen—regardless of housing status. Law enforcement is in place to serve and protect the community and will respond appropriately to all criminal behavior—vandalism, burglary, illegal drug sales, etc. However, it is important to remember that being homeless—the state of lacking a home—is not a crime. The service providers in our community are committed to continuing to work together to implement the strategies described in this plan to end chronic homelessness. And, the PD Homeless Task Force, along with all the resources of the Fresno Police Department, will continue to provide public safety services and ensure the safety of our community is always the first priority.

How can I help?

- **Donate to Fresno First Steps Home**—Our goal at Fresno First Steps Home is to raise \$750,000 a year to augment funding for outreach workers, transitional housing, and rapid rehousing. Instead of giving money at the street corner, which doesn't help get someone off the streets, donate to Fresno First Steps Home. If 20% of Fresnoans donated \$10 a year, we would raise \$1 million per year—well over our goal of \$750,000.
- **Report incidents of homeless individuals** by calling or emailing the Home Outreach Team **(559)512-6777**
connect@fresnomap.org
- Volunteer during the annual Point in Time count
Cassie Morgan
cmorgan@fresnohousing.org.
- Other volunteer opportunities:
WINGS Fresno
info@wingsfresno.org.

Current Funding Levels & Additional Funding Needed to End Chronic Homelessness									
Funders	Sources	Outreach	MAP Point	Emergency Shelter	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Permanent Housing	Total
		This is the first step in engaging homeless persons.	Multi-agency Access Program (MAP) Point at the Pov links clients to services.	Temporary shelter for specific homeless populations (e.g. youth).	Short-term support to help persons attain and maintain permanent housing.	Minimal assistance for individuals or families experiencing homelessness.	Long-term services for people with disabilities experiencing homelessness.	Clients transition from current housing to permanent housing with less supports.	
FFSH	Private Donations	\$ -	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00
FMCoC	HUD CoC	\$ -	\$ -	\$ -	\$ 1,438,561.00	\$ 417,372.00	\$ 4,247,453.00	\$ -	\$ 6,103,391.00
Fresno City	Emergency Solutions Grant	\$ -	\$ -	\$ 195,000.00	\$ -	\$ 297,000.00	\$ -	\$ -	\$ 492,000.00
Fresno City	HOME TBRA	\$ -	\$ -	\$ -	\$ -	\$ 795,000.00	\$ -	\$ -	\$ 795,000.00
Fresno City	General Fund	\$ 525,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525,000.00
Fresno County	Emergency Solutions Grant	\$ 50,000.00	\$ -	\$ 150,000.00	\$ -	\$ 340,000.00	\$ -	\$ -	\$ 540,000.00
Fresno County	CallWORKS	\$ 70,000.00	\$ -	\$ -	\$ -	\$ 655,942.00	\$ -	\$ -	\$ 725,942.00
Fresno County	Vouchers EITA	\$ -	\$ -	\$ 521,625.00	\$ -	\$ -	\$ -	\$ -	\$ 521,625.00
Fresno Housing Authority	Unrestricted	\$ -	\$ 21,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,300.00
Fresno Housing Authority	Limited Preference HCV	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 852,400.00	\$ 852,400.00
Fresno Rescue Mission	Fresno Rescue Mission	\$ -	\$ -	\$ 331,000.00	\$ -	\$ -	\$ -	\$ -	\$ 331,000.00
Marjaree Mason Center	COES, First 5, Private Donations, County of Fresno Marriage License Fees	\$ -	\$ -	\$ 2,044,074.00	\$ -	\$ -	\$ -	\$ -	\$ 2,044,074.00
Poverello House	Private Donations	\$ -	\$ 17,035.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,035.00
Veteran Affairs	Veteran Affairs	\$ -	\$ -	\$ 941,700.00	\$ 535,224.00	\$ -	\$ 223,636.00	\$ -	\$ 1,700,560.00
Current Funding Levels		\$ 645,000.00	\$ 38,335.00	\$ 4,283,399.00	\$ 1,973,785.00	\$ 2,495,314.00	\$ 4,471,094.00	\$ 852,400.00	\$ 14,759,327.00
Additional Funding Needs		\$ -	\$ -	\$ -	\$ -	\$ 500,000.00*	\$ 1,000,000.00**	\$ -	\$ 1,500,000.00
Total		\$ 645,000.00	\$ 38,335.00	\$ 4,283,399.00	\$ 1,973,785.00	\$ 2,995,314.00	\$ 5,471,094.00	\$ 852,400.00	\$ 16,259,327.00

* \$500,000 for Rapid Rehousing needs to be raised

** \$1,000,000 for Permanent Supportive Housing - expected HUD CoC funding in 2017

2016 Available Resources in the Community

Emergency Shelter and Resources

The strategy is meant to provide emergency housing and support to homeless individuals/families. Basic needs (food, clothing, hygiene) and case management are provided in addition to readiness for transitional or permanent housing.

- Fresno County Department of Social Services Emergency Hotel/Motel Vouchers**—Funded with State and Federal resources, this County department provides homeless assistance to CalWORKs eligible families to meet the reasonable costs of securing permanent housing, and for temporary shelter while seeking permanent housing. Families must meet the definition of homeless, and assistance is restricted to once in a lifetime with few exceptions. <http://www.co.fresno.ca.us/DepartmentPage.aspx?id=47207>
- Fresno Economic Opportunities Commission (EOC) Youth Sanctuary**—Funded by varying state and local resources, Fresno EOC Sanctuary Youth Shelter operates a 24-hour emergency shelter for runaway, homeless, exploited or otherwise displaced youth. Youth are provided a hot meal, clothing, crisis intervention, case management, counseling, and family re-unification (when appropriate). www.fresnoeoc.org/sanctuary-youth-shelter
- Fresno Rescue Mission Rescue the Children**—Funded by private donations, a community of faith, hope and love. Rescue the Children is a protected, secure environment providing long-term services (Transforming Life Community) to at-risk, abused, homeless or previously incarcerated women or women with children. All participants are assessed and helped through case management.
- Transforming Life Community** is a 12-18 month residential program for women and women with children. Similar to the Academy, the Transforming Life Community offers course study, literacy and GED curriculum, work therapy, etc. <http://fresnorm.org/>
- Fresno Rescue Mission Emergency Shelter**—Funded by private donations, the Mission offers services for single men, single women, women with children, men with children and families in need of emergency care. The program helps people in need identify the best next step they can take, whatever that might be: Community resources and referrals; reconnection with family; housing; financial aid; available community programs; health & human services; and/or connection to public mental health services among other referrals. <http://fresnorm.org/>
- Marjaree Mason Center**—Funded by federal, state, local sources and private donations, the Marjaree Mason Center is an emergency Safe House providing clients a safe environment and assistance 24 hours per day, seven days per week. Services at the emergency Safe House include basic necessities, case management, legal options classes and support groups. www.mmcenter.org/
- Naomi's House**—Funded by federal sources and private donations, Naomi's House is a 24-bed overnight shelter for single, homeless women located on the Poverello House campus. Services at Naomi's House include basic necessities such as showers, clothing and meals, case management and linkages to health care, housing programs, community supportive services and group classes. www.poverellohouse.org/

- **Poverello House—Michael McGarvin Jr. Village of Hope/Community of Hope**—Funded by private donations, The Village of Hope was established in 2004 in response to the increased number of homeless encampments in the City of Fresno. The Community of Hope was formed in 2007 to meet the growing demand for shelter for the homeless. The Villages can accommodate up to 124 clients per night. Services include basic necessities such as showers, clothing and meals, and linkages to health care and community supportive services. www.poverellohouse.org/
- **Poverello House Emergency Hotel Voucher program**—Funded by City of Fresno Emergency Solution Grant funds, The Emergency Program Voucher Program are hotel vouchers for homeless families, veterans, and youth aging out of the foster system. Families are referred to this program by agencies who can verify the families' homelessness status. www.poverellohouse.org
- **Turning Point of Central California BridgePoint**—Funded by federal and local sources, BridgePoint was conceived as a part of the Coordinated Entry System. BridgePoint offers thirty (30) beds of emergency shelter to those homeless individuals who are awaiting place in permanent housing. Services include basic necessities, case management and housing search. www.tpocc.org/
- **Grant and Per Diem Program (GPD)**—Funded by the Department of Veterans Affairs within the HCHV Program, GPD utilizes community agencies to provide services such as supportive housing (up to 24 months) and case management to homeless Veterans.
- **Supportive Services for Veteran Families (SSVF)**—Funded by the Department of Veteran Affairs, this program utilizes community-based agencies to provide rapid rehousing for homeless Veterans. Services include case management and linkage to VA benefits.
- **Veteran Affairs Supportive Housing (VASH)**—Funded by the Department of Veteran Affairs and Department of Housing and Urban Development, this program partners Fresno VA Medical Center with Fresno Housing Authority to provide permanent supportive housing for Veterans. The Fresno VA Medical Center provides case management services, while Fresno Housing administers rental assistance.

Transitional Housing

The strategy provides housing for up to 24 months and includes supportive services. It serves to provide stability through case management to facilitate self-sufficiency.

- **Fresno Economic Opportunities Commission (EOC) Transitional Living Centers**—Funded by federal, state and local sources, Transitional Living Center (TLC) offers homeless young adults and families (with up to two children), up to 24-months of residential and supportive services that promote independent living. www.fresnoeoc.org/tlc
- **Marjaree Mason Center**—Funded by federal, state, local sources and private donations, the Marjaree Mason Center operates three confidentially located Safe Houses, with a total of more than 200 beds, in the urban, suburban, and rural

Veterans Housing Units and Vouchers

Providing services to Veterans, these programs are designed to assist with self-sufficiency through housing and supportive services.

- **Health Care for Homeless Veterans Residential (HCHV) Program**—Funded by the Department of Veteran Affairs, this program utilizes community-based agencies to provide emergency shelter or substance abuse treatment beds for homeless Veterans. Services include shelter for up to 120 days, case management and VA medical care.

areas of Fresno County. Services at the Safe Houses include case management, assistance with income generation and support groups. www.mmcenter.org/

- **Valley Teen Ranch**—Funded through a federal grant and private donations, Valley Teen Ranch operates a transitional house for homeless young men 18-24 who have aged out of the foster care system. Services include case management and employment assistance. <http://valleyteenranch.org/>

Permanent Housing

The housing strategy has two (2) main components—Rapid Rehousing (RRH) and Permanent Supportive Housing (PSH). RRH is targeted to individuals/families in need of rental assistance for up to 24 months with moderate supportive services. PSH is targeted to those individuals/families in need of more intensive supportive services and lifetime rental assistance housing supports, if needed.

- **Fresno County Department of Social Services CalWORKs Housing Support Program**—Funded by the State of California through the Fresno County Department of Social Services, the Housing Support Program is targeted to those CalWORKs families experiencing homelessness. Rapid rehousing along with supportive services is available to these families for a period of up to one (1) year. To date, 166 families have been housed and received case management. <http://www.co.fresno.ca.us/DepartmentPage.aspx?id=47207>
- **Fresno Economic Opportunities Commission (EOC) Project PHoenix**—Funded by a U.S. Department of Housing and Urban Development (HUD) Continuum of Care grant in 2012, Project PHoenix is designed to provide permanent supportive housing, with rental assistance and supportive services to sixteen (16) homeless individuals/families. www.fresnoeoc.org
- **Fresno Housing Authority (FH) Renaissance Programs**—Since 2009, FH conceived and developed 118 units of permanent supportive housing for homeless individuals with mental health issues at three (3) sites—Trinity, Alta Monte and Santa Clara. Partnering with the Fresno County Department of Behavioral Health to provide supportive services, the programs are funded through resources from FHA project based vouchers, U.S. Department of Housing and Urban Development, Mental Health Services Act, Low Income Tax Credits, City of Fresno HOME funds and private investment. www.fresnohousing.org
- **Fresno Housing Authority (FH) Shelter Plus Care (SPC)**—Funded by U.S Department of Housing and Urban Development Continuum of Care funds, SPC has 158 units of permanent supportive housing. The program is designed to partner FH rental assistance with supportive services from community partners such as Fresno County Department of Behavioral Health, Department of Veteran Affairs and Community Regional Medical Center. www.fresnohousing.org
- **Turning Point of Central California Family Villa**—Funded by a U.S. Department of Housing and Urban Development (HUD) Continuum of Care grant, Family Villa offers twenty-six (26) units of permanent supportive housing to homeless families with at least one disabled household member. www.tpocc.org/
- **Turning Point of Central California STASIS Center**—Funded by a U.S. Department of Housing and Urban Development (HUD) Continuum of Care grant, STASIS offers fourteen (14) units of permanent supportive housing to homeless individuals with mental health issues. www.tpocc.org/
- **WestCare California Project Liftoff**—Funded by a U.S. Department of Housing and Urban Development (HUD) Continuum of Care grant, Project Liftoff offers fourteen (14) units of permanent supportive

housing to homeless individuals/families with disabilities. www.westcare.com/california

- **Marjaree Mason Center Welcome Home**—In partnership with Housing Authority City of Fresno (HACF), the Marjaree Mason Center Welcome Home program operates five (5) units of Rapid Rehousing Tenant-Based Rental Assistance to serve individuals who are homeless due to domestic violence (DV). Support services focus on stabilization of the family, community and mainstream linkages, earned income opportunities, and the attainment of resources to promote the long-term well-being and Permanent Housing. www.mmcenter.org/

Additional Housing Support

- **Fresno Madera Continuum of Care (FMCoC)**—The FMCoC is a consortium of homeless service, city/county government agencies, education, Veteran services and public housing agency providers. This body uses data-driven decisions to apply for and manage \$7.5 million of Department of Housing and Urban Development (HUD) funding yearly. From 2013 to 2015, the FMCoC added 307 beds of permanent supportive housing (666 in 2013—973 in 2016). Utilizing best practices, member agencies seek strategic partnerships in funding and servicing new projects to house varying homeless populations.
- **City of Fresno Federal Entitlement Funds**—The City of Fresno receives annual entitlement funding from HUD for programs like the Emergency Solutions Grant and Housing Opportunities for Persons with AIDS. Collaborating with the FMCoC, the City uses data driven decisions and strategic partnerships to allocate these funds to the varying populations intended. The City of Fresno also receives HUD entitlement funds for HOME Tenant Based Rental Assistance, which has been used to obtain permanent housing for 98 households to date.

- **Fresno Housing Authority Housing Choice Voucher—Limited Preference**—Fresno Housing has committed to using 200 of its Housing Choice Vouchers in a Limited Preference as a safety net for Fresno Madera Continuum of Care permanent housing programs. These vouchers are utilized for those individuals who have either timed out or graduated from permanent housing programs, and while they no longer need intensive case management, they do need continued rental subsidy. These vouchers have also been used to assist FMCoC member agencies in reallocating transitional housing funding to permanent housing funding; providing a housing solution for the affected clients thus making beds available for chronically homeless individuals.

- **Fresno First Steps Home (FFSH)**—Launched in 2009 by Mayor Swearengin, Fresno First Steps Home has raised money from private donations to fund community partners to provide outreach, engagement, housing and supportive services to community organizations. FFSH has raised nearly \$1 million from private corporations and individual donors including St. Agnes Medical Center, Kaiser Permanente, Community Regional Medical Center, PG&E, Walmart, and hundreds of small-dollar donors. Since its inception, FFSH has funded efforts that have resulted in 108 households obtaining permanent housing—80% of those are still housed. In addition, FFSH has provided matching funding for the Coordinated Entry System described below.

County of Fresno Board of Supervisors Agenda Item June 4, 2019
Homelessness Priorities 2019



Board Agenda Item 8

DATE: June 4, 2019
TO: Board of Supervisors
SUBMITTED BY: Jean M. Rousseau, County Administrative Officer
SUBJECT: Homelessness Priorities 2019

RECOMMENDED ACTION(S):

Adopt Resolution establishing the Homelessness Priorities for Calendar Year 2019, which will serve as the basis to address homelessness countywide.

Approval of the recommended action will adopt priorities to reduce homelessness in the County. This item is countywide.

ALTERNATIVE ACTION(S):

Your Board may amend the list; however, the 15 incorporated cities and the Directors of the Departments of Behavioral Health, Public Health, and Social Services compiled the priorities.

FISCAL IMPACT:

There is no Net County Cost associated with the recommended action. County services are provided to homeless individuals through various resources. Since FY 2016-17, the Board has allocated \$100,000 annually to offset the costs associated with homeless cleanup activities.

DISCUSSION:

On November 6, 2018, the Board received a presentation from the Fresno Housing Authority regarding a report entitled *A Framework for Action* authored by Barbara Poppe and Associates, which provided strategic recommendations to end homelessness in Fresno County; however, the report lacked input from the County's rural communities. The Board also directed the County Administrative Officer and designated Supervisor Nathan Magsig to participate as members of the Street2Home (S2H) Fresno County Planning Committee toward the development of a comprehensive plan to address homelessness, with input from the Directors of the Departments of Behavioral Health, Public Health, and Social Services.

On December 4, 2018, the Board adopted Resolution No. 18-0421 declaring a shelter crisis pursuant to Senate Bill 850 (Chapter 48, Statutes of 2018) and Government Code, section 8698.2 as required by the California Homeless Coordinating and Financing Council for the Homeless Emergency Aid Program grant funding distributed to the Fresno Madera Continuum of Care. The related agreements are pending Department of Social Services review, as the Administrative Entity, and are expected to be brought before the Board in June 2019. The shelter crisis resolution noted that the County had taken multiple efforts at the local level to combat homelessness and was developing a homeless plan.

As the S2H Fresno County Planning Committee works toward the establishment of the S2H Board, the

County has met with cities and used the input provided by city representatives and the County's Departments, to create a list of priorities to strategically address homelessness countywide.

Approval of the recommended action will adopt the County's Homelessness Priorities for Calendar Year 2019, which address jurisdictional boundaries, transportation, outreach, housing, data, direct services, and the preservation of public health and public safety. The recommended priorities, as outlined below, are intended to be a comprehensive list (County and 15 incorporated cities), which is a living document, updated as necessary based on data-driven outcomes or at least once a calendar year. The 15 cities are Clovis, Coalinga, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, San Joaquin, Sanger, and Selma.

1. Address jurisdictional overlaps (local, State, Federal, and private) collaboratively.
2. Increase transportation to outpatient programs and regular prenatal/medical care for pregnant and parenting women and children who are homeless.
3. Roving formalized coordinated community outreach and in conjunction with law enforcement, through Fresno Madera Continuum of Care or otherwise, to ensure that efforts are aligned and data is tracked.
4. Assistance to build housing stock, increasing safe overnight housing (24-48 hours), and a centralized approach to single room occupancy units.
5. Priority access to emergency housing for pregnant and parenting women and their children also families with children with significant medical issues as it is difficult to manage the continuum of care when the family is homeless.
6. Real time accurate number of shelter beds available and increase the number of non-faith based shelters.
7. Additional "wet" shelters that do not require the person to participate in a program, person can be high or drunk to use the facility and not be turned away.
8. Education regarding available services and shareable system to track linkages
9. Improved data on the homeless such as length of homelessness (acute vs chronic), cause of the homelessness, is it a family, individual, minor without family support.
10. A formalized assessment of housing and shelter needs in rural communities.
11. Strong centralized structure for homeless funding and service decisions and expanded distribution of funding opportunities.
12. Comprehensive case management for homeless clients and improved access to primary healthcare and medication for chronic diseases; perhaps partnering with Federally Qualified Health Clinic or UC San Francisco.
13. Increased substance use disorder services and mental health services throughout county.
14. Enforce ordinances that address hazardous or unsanitary conditions, which constitute fire, health, and/or safety risks.

OTHER REVIEWING AGENCIES:

The priorities were shared and reviewed by representatives of the 15 incorporated cities; it is anticipated the cities will adopt the priorities through city council action.

REFERENCE MATERIAL:

BAI #8, December 4, 2018
BAI #5, November 6, 2018

ATTACHMENTS INCLUDED AND/OR ON FILE:

Resolution

CAO ANALYST:

Sonia M. De La Rosa