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6/3/10

CITY OF FRESNO
City Clerk's Office (Original)

MEMORANDUM OF UNDERSTANDING BETWEEN CITY OF FRESNO AND
FRESNO FIRST STEPS HOME REGARDING THE CITY'S 10 YEAR PLAN TO
END CHRONIC HOMELESSNESS

This MEMORANDUM OF UNDERSTANDING (hereinafter "MOU") is entered between the CITY OF FRESNO, a municipal corporation of the State of California (hereinafter referred to as "City"), and FRESNO FIRST STEPS HOME, a California nonprofit corporation (hereinafter referred to as "Nonprofit".)

WITNESSETH

WHEREAS, the Fresno City Council on September 8, 2008 promulgated a 10 Year Plan to End Chronic Homeless, attached as Exhibit "A" and incorporated herein, including processes and activities toward achieving specified performance measures (collectively the "Homelessness Plan"); and

WHEREAS, the specified mission of the Nonprofit is to provide assistance to ending the cycle of homelessness in the Fresno community; and

WHEREAS, the City and the Nonprofit desire to cooperate in the Nonprofit's furtherance of the Homelessness Plan, as more specifically described in the Scope of Work attached as Exhibit "B" hereto, upon the terms and conditions herein; and

WHEREAS, on July 14, 2010 the Board of Directors of the Nonprofit considered and approved this MOU; and

WHEREAS, on June 3, 2010 the Fresno City Council considered and approved this MOU.

NOW, THEREFORE, the City and the Nonprofit evidence their intention to work cooperatively in pursuit of the Homelessness Plan as follows:

ARTICLE I
ROLES AND CONTRIBUTIONS OF THE PARTIES

A. CITY

1. The City, in its furtherance of the Homelessness Plan, shall reasonably cooperate with the Nonprofit and participate in the Homelessness Plan Scope of Work as provided in Exhibit "B." The City shall have no other or further obligations. All legally protected confidential information of the City shall be and remain confidential and proprietary in the City.

2. The City shall contribute in-kind services, on an as available basis as provided in Exhibit B, provided that City's general fund, condemnation authority and taxing authority shall not be bound or obligated hereunder. Any and all obligation(s) of the City hereunder is/are expressly subject to and contingent

upon allocated and available funding in each City fiscal year. The City is under no obligation to appropriate funds to this MOU.

B. NONPROFIT

1. The Nonprofit shall assist in administering and implementing the Homelessness Plan, variously utilizing special revenue account funds maintained by the City as custodial accounts held in trust for the Nonprofit, as provided in the Homelessness Plan Scope of Work as provided in Exhibit "B".

2. The Nonprofit shall be responsible for determining the applicability of, and complying with all legal and governmental requirements including without limitation reports, returns, accountings, open meeting laws, public bid and wage laws, tax exempt determination and substantiation requirements. All legally protected confidential information of the Nonprofit shall be and remain confidential and proprietary in the Nonprofit.

3. The Nonprofit shall be responsible for and shall provide its own legal counsel and fiscal officer/accountant, compliant with legal and regulatory requirements.

ARTICLE II GENERAL TERMS AND CONDITIONS

1. Meetings, comprised of representatives of City Manager's Office, the Mayor's Office, and the Nonprofit shall be held at least every 3 months. The purpose of these meetings shall be to review ongoing Homelessness Plan activities and progress toward performance measures.

2. Except as otherwise provided by law, all notices expressly required of City within the body of this MOU, and not otherwise specifically provided for, shall be effective only if signed by the City Manager or his/her designee.

3. Any notice required or intended to be given to either party under the terms of this MOU shall be in writing and shall be deemed to be duly given if delivered personally, transmitted by facsimile followed by telephone confirmation of receipt, or sent by United States registered or certified mail, with postage prepaid, return receipt requested, addressed to the party to which notice is to be given at the party's address set forth on the signature page of this MOU or at such other address as the parties may from time to time designate by written notice. Notices served by United States mail in the manner above described shall be deemed sufficiently served or given at the time of the mailing thereof.

4. Each party shall have full rights to use the Homelessness Plan deliverables hereunder, except as to designated protectable confidential information.

5. In pursuit of this MOU the parties shall act in an independent capacity and not as an officer, agent, servant, employee, joint venturer, partner, or associate of the other party. Each party shall retain the right to administer this MOU so as to verify that the other party/ies is/are performing respective obligations in accordance with the terms and conditions hereof. Each party shall comply with all applicable provisions of law and the rules and regulations, if any, of governmental authorities having jurisdiction over the subject matters herein.

6. The Nonprofit shall indemnify, hold harmless and defend the City and its respective officers, officials, employees, agents and volunteers from any and all loss, liability, fines, penalties, forfeitures, costs and damages (whether in contract, tort or strict liability, including but not limited to personal injury, death at any time and property damage) incurred thereby, and from any and all claims, demands and actions in law or equity (including attorney's fees and litigation expenses), arising directly or indirectly from its performance or failure to perform this MOU. This section shall survive termination or expiration of this MOU.

7. Nonprofit shall maintain insurance policies or self-insurance programs to fund its liability under this MOU as provided in Exhibit "C" to this MOU and incorporated herein.

8. If either party is required to commence any proceeding or legal action to enforce or interpret any term, covenant or condition of this MOU, the prevailing party in such proceeding or action shall be entitled to recover from the other party(ies) its reasonable attorney's fees and legal expenses.

9. Political, religious and lobbying activity is prohibited.

A. None of the funds or services provided directly or indirectly under this MOU shall be used for any political activity, or to further the election or defeat of any ballot measure or candidate for public office.

B. None of the funds or services provided directly or indirectly under this MOU shall be used for any religious activity, including but not limited to religious worship, instruction, or proselytization, or to purchase religious materials.

C. Nonprofit shall not require those individuals or entities receiving the funds or services, in whole or in part, by this MOU to attend or take part in any religious activities. Furthermore, Nonprofit shall take reasonable steps to insure that functions or activities funded herein are separate in time or in location from functions or activities that are inherently religious, such as religious worship, instruction, or proselytization.

D. None of the funds provided under this MOU shall be used for publicity, lobbying or propaganda purposes designed to support or defeat legislation pending before any legislative body.

10. To the extent required by controlling federal, state and local law, Nonprofit shall not employ discriminatory practices in the provision of services, employment of personnel, or in any other respect on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, sexual orientation, ethnicity, status as a disabled veteran or veteran of the Vietnam era. Subject to the foregoing and during the performance of this MOU, Nonprofit agrees as follows:

A. Nonprofit will comply with all applicable laws and regulations providing that no person shall, on the grounds of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, sexual orientation, ethnicity, status as a disabled veteran or veteran of the Vietnam era be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity made possible by or resulting from this MOU.

B. Nonprofit will not discriminate against any employee or applicant for employment because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, sexual orientation, ethnicity, status as a disabled veteran or veteran of the Vietnam era. Nonprofit shall ensure that applicants are employed, and the employees are treated during employment, without regard to their race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, sexual orientation, ethnicity, status as a disabled veteran or veteran of the Vietnam era. Such requirement shall apply to Nonprofit's employment practices including, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Nonprofit agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provision of this nondiscrimination clause.

C. Nonprofit will, in all solicitations or advertisements for employees placed by or on behalf of Nonprofit in pursuit hereof, state that all qualified applicants will receive consideration for employment without regard to race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, sexual orientation, ethnicity, status as a disabled veteran or veteran of the Vietnam era.

D. Nonprofit will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice advising such labor union or workers' representatives of Nonprofit's commitment under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

11. The rights, interests, duties and obligations defined within this MOU are intended for the specific parties hereto as identified in the preamble of this MOU. Notwithstanding anything stated to the contrary in this MOU, it is not intended that any rights or interests in this MOU benefit or flow to the interest of any third parties.

12. In providing the services required under this MOU, Nonprofit shall at all times comply with all applicable laws of the United States, the State of California and City, and with all applicable regulations promulgated by federal, state, regional, or local administrative and regulatory agencies, now in force and as they may be enacted, issued, or amended during the term of this MOU. All services performed by Nonprofit under this MOU shall be in strict conformance with all applicable Federal, State of California and/or local laws and regulations relating to confidentiality.

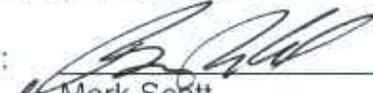
13. This MOU constitutes the entire MOU between Nonprofit and the City with respect to the subject matter hereof and supersedes all previous agreement negotiations, proposals, commitments, writings, advertisements, publications, and understandings of any nature whatsoever unless expressly included in this MOU. No modifications, amendments, or changes shall be made to this MOU unless it is reduced to writing and executed by both parties hereto.

14. In the event of any conflict between the body of this MOU and any exhibit or attachment hereto, the terms and conditions of the body of this MOU shall control and take precedence over the terms and conditions expressed within the exhibit or attachment.

15. This MOU shall be in effect upon its full execution by the parties for the period June, 3, 2010 through [12/31, 2008]. This MOU may be amended and/or extended in writing by the authorized agents of each party. Either party may terminate this MOU with or without cause on not less than 30 days notice. Any and all special revenue account funds maintained by the City as custodial accounts held in trust for the Nonprofit hereunder, are the property of the Nonprofit and shall be remitted to the Nonprofit, net of any amounts owed to the City, promptly upon any termination of this MOU, which shall be City's sole and only obligation upon termination of this MOU.

IN WITNESS WHEREOF, the parties have executed this Agreement at Fresno, California, the day and year first above written.

CITY OF FRESNO

By: 
Mark Scott
Title: City Manager

FRESNO FIRST STEPS HOME
By: 
Tom Richards
Title: Chair

ATTEST:
REBECCA E. KLISCH
City Clerk

By: 
Deputy 9/14/10

APPROVED AS TO FORM:
JAMES C. SANCHEZ
City Attorney

By:  9-21-10
Deputy Loyl

- Attachment: Exhibit "A": Homelessness Plan
Exhibit "B": Scope of Work
Exhibit "C": Insurance Requirements

EXHIBIT "A"

Homelessness Plan

(Attached Hereto)



SEPTEMBER 9, 2008
MEETING OF THE FRESNO CITY COUNCIL
MEETING OF THE FRESNO COUNTY BOARD OF SUPERVISORS

TO: Fresno City Council
Board of Supervisors

FROM: Leadership Council
Ten Year Plan to End Chronic Homelessness

AGENDA ITEM:

Accept and approve the Draft Ten Year Plan to End Chronic Homelessness

Adopt the Draft Ten Year Plan to End Chronic Homelessness

Authorize the Leadership Council to implement, update, and amend the Plan, as necessary

EXECUTIVE SUMMARY:

Over the past four months, the Planning Council of the City and County of Fresno, has worked cooperatively in drafting a Ten Year Plan to end chronic homelessness in Fresno County. This partnership between the City and County seeks to provide for Fresno County's homeless residents housing needs by adopting a "Housing First" strategy. If approved by the City Council and Board of Supervisors, the draft Plan will be implemented and updated by the Leadership Council. Adoption of this Plan is directly related to the HUD Funding application, through the McKinney-Vento Act, for housing for the homeless, and will result in Fresno having a higher probability of receiving up to \$6,920,643 in funding. Absent adoption of the draft Plan, funding is not anticipated at this level.

BACKGROUND

In December of 2007, the City and County met in Joint Session to initiate the process to create a Ten Year Plan to End Chronic Homelessness. Subsequently, a Leadership Council, comprised of officials from the City and County, the Fresno-Madera Continuum of Care, the Hospital Council and others was formed. The Leadership Council appointed a Planning Council comprised of representatives from the business sector, service providers, homeless individuals, faith-based

sectors and others. On April 14th, 2008, representatives of the Leadership and Planning Councils met to discuss a comprehensive, permanent solution for chronic homelessness. The Planning Council appointed chairpersons to guide the development of a Ten Year Plan to End Chronic Homelessness (Plan).

Over the past four months, the thirty-one members of the Planning Council have spent hundreds of hours in numerous meetings, homeless engagements and workgroup meetings. The Planning Council has researched the current homeless situation in Fresno County, evaluated best practices, and has produced a Plan to end chronic homelessness in ten years.

The City and County of Fresno's Ten Year Plan to End Chronic Homelessness is a product of the Planning Council with the oversight of the Leadership Council. The Ten Year Plan process is endorsed by the U.S. Department of Housing and Urban Development, the Interagency Council of Homelessness, and the National Alliance to End Homelessness as a comprehensive, community based approach to addressing and ultimately ending chronic homelessness within the participating jurisdiction.

The Plan does not currently include a cost benefit analysis addressing the costs of medical treatment, law enforcement services, fire and paramedic services, emergency psychiatric responses as well as impacts to libraries, parks, public facilities and local businesses. An RFQ was issued to a list comprised of mostly educational institutions at the end of June with a response date of July 10, 2008. Due to the summer schedules of university personnel, unfortunately, no responses were received. The Leadership Council intends to reissue the RFQ following adoption of the Plan and make revisions to the Plan once the cost benefit analysis is received.

By adopting this Plan, the City and County of Fresno take a more competitive edge in acquiring additional federal dollars for homeless housing and services through the McKinney-Vento Act. This Plan will help to secure up to \$6,920,643 in funding when the Fresno Madera Continuum of Care applies for HUD funding later this month.

The Leadership Council will have the initial responsibility of implementing, updating, and carrying out the goals and strategies listed in this document. The recommended action will authorize the Leadership Council to execute these responsibilities and additionally make any necessary changes and updates to the Plan as these may become necessary.

FISCAL IMPACT

Approval of the Ten Year Plan has no fiscal impact on the City or County's FY 09 Budgets. Future impacts to budgets will be analyzed and provided to the City Council and Board for consideration under separate action.

APPENDICES

Exhibit A – Letter from the Planning Council Chair

Exhibit B – The City and County of Fresno's Ten Year Plan to End Chronic Homelessness

Planning Council
Of the County/City of Fresno
10-Year Plan to end Chronic Homelessness

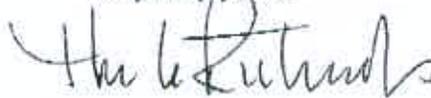
Thirty-one members of our community were appointed and tasked with the responsibility to author a jurisdictional Ten-Year Plan to End Chronic Homelessness in the County of Fresno and the City of Fresno. Challenged by Henry R. Perea, Chairman of the Fresno County Board of Supervisors, Alan Autry, Mayor of the City of Fresno, and their Leadership Council, the Planning Council embarked upon a journey of fact finding, education and enlightenment. Drawing on diverse business, service and educational backgrounds, coupled with a common commitment to improving the quality of life for Fresno's most vulnerable citizens, the Planning Council is proud to present its Ten-Year Plan to End Chronic Homelessness.

From its inception, the members of The Planning Council unanimously endorsed both the Housing First Strategy and the importance that this plan be a sustainable living document. To those charged with its implementation, periodic review and modification (as appropriate), to insure the Plan remains responsive to our conditions in the San Joaquin Valley and incorporates best practices, are essential.

It is with gratitude and thanks that the Co-chairs, Honorable Lynne Ashbeck, Rev. Larry Arce, Art Dyson, Doreen Eley, Kevin Hamilton, Pamela Kallsen, Katherine Perez, Preston Prince, and Al Williams acknowledge each of the members of the Planning Council. And, with the guidance, support, and hard work of Veda Ramsay-Stamps, Stephen Sotomayor and Darrell Stamps, all from the Ramsay Group, the Planning council has been able to present this Ten-Year Plan to End Chronic Homelessness.

Thank you all.

Very truly yours,



Thomas G. Richards

"I am what time, circumstance, history have made of me, certainly, but I am also, much more than that. So are we all." – James Baldwin

THE CITY & COUNTY OF FRESNO
**TEN YEAR PLAN TO END
CHRONIC HOMELESSNESS**

2008 - 2018

DRAFT



“People who are homeless are not social
inadequates. They are people without homes.”

-Sheila McKechnie

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DRAFT

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HENRY R. PEREA, CHAIRMAN

DRAFT

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III. ACKNOWLEDGEMENTS

The following organizations and Individuals were instrumental in assisting the Planning Council with formulating the Ten-Year plan by lending services or their respected advice:

We are very grateful for your assistance

Gregory Barfield, Chief of Staff, Council Member Cynthia Sterling, City of Fresno

Eduardo Cabrera, Regional Coordinator, Interagency Council on Homelessness

Amy Chubb, Executive Director, Fresno Works for Better Health Advocacy Center

Sam Davis, Ph.D., University of California, Berkeley

Phillip F. Mangano, Executive Director, Interagency Council on Homelessness

Dennis Torigian, Family Alliance for the Mentally Ill

Lucianna Ventresca, John Ventresca Company; Fresno Madera Continuum of Care

Georgeanne White, Chief of Staff, Office of Mayor Alan Autry

The County of Fresno Workforce Investment Board

The U.S. Department of Housing and Urban Development

The Fresno Madera Continuum of Care

The Greater Fresno Area Chamber of Commerce

The Housing and Community Development Division, City of Fresno

Deborah Riordan, Consultant

Allysun Williams, Associate Executive Director, Fresno County EOC

IV. LEADERSHIP COUNCIL

The Honorable Henry R. Perea, Chairman, Fresno County Board of Supervisors

The Honorable Alan Autry, Mayor, City of Fresno

The Honorable Blong Xiong, Council President, City of Fresno

The Honorable Brian Calhoun, Councilmember, City of Fresno; Chair,
Fresno Redevelopment Agency

The Honorable Cynthia Sterling, Councilmember, City of Fresno

The Honorable Lynne Ashbeck, Councilmember, City of Clovis;
Regional Vice President, Hospital Council of Northern and Central California

Bart Bohn, County Administrative Officer

Andy Souza, Fresno City Manager

Jose Antonio Ramirez, Firebaugh City Manager

Lou Martinez, Parlier City Manager

Margaret Mims, Sheriff, County of Fresno

Jerry Dyer, Chief of Police, City of Fresno

Pamela Kallsen, Chair, Fresno Madera Continuum of Care; Executive Director,
Majoree Mason Center

Tom Richards, CEO, The Penstar Group

V. PLANNING COUNCIL

Chair -

Mr. Tom Richards, CEO, The Penstar Group

*Lynne Ashbeck, Councilmember, City of Clovis; Regional Vice President, Hospital Council of Northern and Central California

*Preston Prince, Executive Director, Housing Authority City and County of Fresno

*Pamela Kallsen, Chair, Fresno Madera Continuum of Care; Executive Director, Marjaree, Mason Center

*Doreen Eley, Administrative Director, Poverello House

*Rev. Larry Arce, CEO, Fresno Rescue Mission

*Katherine Perez, Vice President of Development, Forest City Enterprises

Debbie Hunsaker, President and CEO, Alert-O-Lite

Carmen T. Mendoza, Central Valley Grants, Research & Evaluation

Sandy Cha, Community Development Officer, Wells Fargo

Kiel Famellos-Schmidt, Taylor Teter Partnership

Terance Frazier, Frazier Realty & Investments

*Arthur Dyson, Arthur Dyson Architect, AIA

Ray Dunn, Greater Fresno Area Chamber of Commerce

Judy Wathen-Farris, Wathen Family Builders, Fresno Survivors of Suicide Loss

Pat Cody, Owner, Wilson Motorcycles

*Al Williams, Community Alliance Editorial Board

Sr. Mary Clennon, Holy Cross Center for Women, Holy Cross Clinic

Big Sue, Poverello House

Bonnie Rusko, Center for Independent Living—Fresno

Pastor Jim Franklin, Cornerstone Church

Teresa Plascencia, Governmental Affairs Coordinator, Fresno County Farm Bureau

Bob McCaffrey, The McCaffrey Group

Rev. Leonard Adams, St. Mark United Methodist Church

Maurice Lee, Vice President, WestCare

Jenny Marie Flores

Stacie Hines, Program Director, EOC Sanctuary Youth Center

Chuck Parnell

Michael Lane, Management Analyst, Self-Help Enterprises

Dr. John Maffeo, CEO, Sequoia Community Health Centers

*Kevin Hamilton, HCH Program Manager, Sequoia Community Health Centers

John D. McCubbin: J.D.; Citizen, Resident, Voter, Taxpayer, Participant

***Denotes workgroup Co-Chair**

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1. VISION AND MISSION

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: H.O.P.E

Housing First:

Maintaining the existing capacity to house homeless residents and by introducing additional capacity to balance needs by aggressively soliciting grants subsidies and loans.

Opportunity:

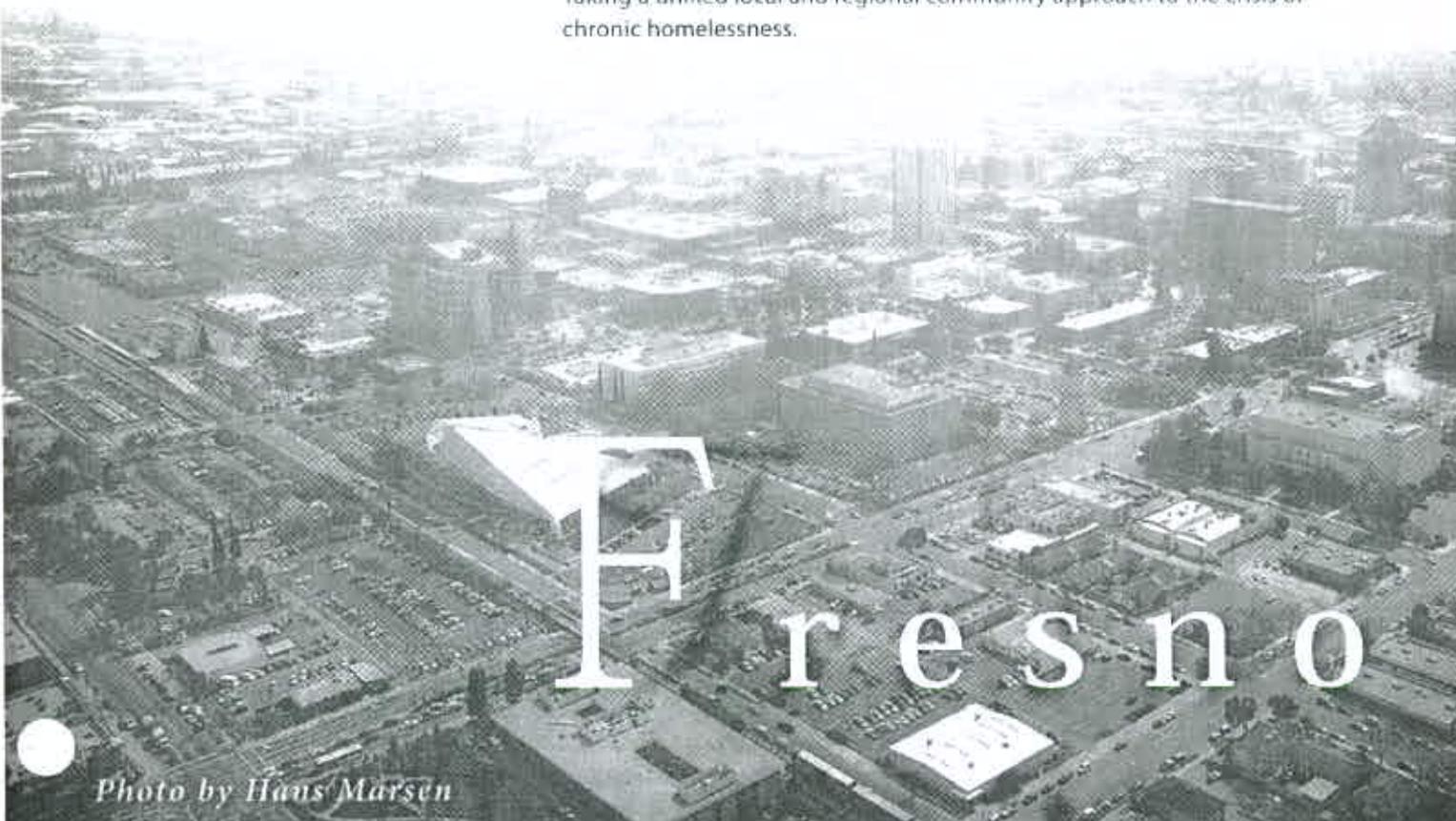
Providing for the rights and dignity of our homeless by offering them opportunities to return to mainstream society.

Prevention:

Stopping the cycle of chronic homelessness before it begins.

Establishing Collaboration:

Taking a unified local and regional community approach to the crisis of chronic homelessness.



Fresno

Photo by Hans Marsen

2. EXECUTIVE SUMMARY

This Ten-Year Plan to End Chronic Homelessness represents a milestone in the effort to address the issue of homelessness in Fresno County. To date, measures undertaken have been primarily short-term and often too fragmented to reduce or end the homeless situation for the more than 4,000 men, women and children in Fresno County who experience homelessness.¹ Under this plan for the next decade, the paradigm shifts from a services-based strategy to one focused on providing long-term housing-based solutions.

This plan envisions a multi-step effort framed in a sustainable methodology covering a ten-year period. The crisis of homelessness requires the entire community to address the problems with a single, coordinated plan of action. The success of this plan requires a collaboration involving all the key players:

- Municipal Governments
- Fresno County Government
- Law Enforcement
- The Criminal Justice System
- Governmental Agencies
- Health and Mental Health Professionals
- The Veterans Administration
- Social Services Providers
- Businesses
- The U.S. Department of Housing and Urban Development
- Developers
- Citizen groups
- Faith-Based Organizations
- The Nonprofit and Philanthropic Community
- The Homeless

This Ten-Year Plan is based on four foundation principles that lay the framework for our goals under the **H.O.P.E. acronym: Housing, Opportunity, Prevention, and Establishing Collaboration.** These four principles, defined in this document, must be undertaken simultaneously with vigorous commitment and appropriate sustained resources to be successful.



In the time that we have spent together as a Planning Council, we have challenged the status quo and acknowledged that our existing system needs to be improved in providing adequate long-term solutions for our chronic homeless population. This shift in outlook represents a powerful first step. We have championed ideas that have proven themselves in other communities and we have introduced new ideas unique to our community. We have changed the very way that we view homelessness and we have extended that vision to this pivotal document. Our success in Fresno County demands these changes.

Housing is so much more than a roof over someone's head; it provides dignity, opportunity, privacy and closes the revolving door that, too often, puts our homeless back on the street. Both practicality and a humane outlook come together under this ten-year plan to find common ground, and a common solution, to ending chronic homelessness and providing permanent supportive housing.

As this plan is presented, an ominous cloud hangs over both our government and civic life. The deteriorating economy may dramatically increase the number of homeless individuals and families. For many families and individuals living from paycheck to paycheck, the sudden loss of a job can result in eviction or foreclosure, putting them out in the street. Nation-wide many of our veterans are coming home from distant actions to an overburdened Veterans Administration and trading places on the battlefield for places on the street. Our prisons and jails are releasing people from one form of incarceration to another without a reentry plan, burdening our existing homeless infrastructure with an influx of ex-offenders, a problem that is only anticipated to increase over time.ⁱⁱ

Despite the fact that existing services providing emergency care are often stretched to their limits, our homeless population is not decreasing, but rather increasing.ⁱⁱⁱ On any given night, 4,267 homeless individuals and families sleep in emergency shelters, on the street, in cars, in transitional housing or with friends and family.

Throughout this planning process, one fact has become increasingly clear: homelessness is a community-wide problem. Our Planning Council is a representation of that community. Homelessness is not a problem that can be solved by any one sector of our community. Local government cannot solve it alone. Community-based organizations cannot do it alone. It will require all sectors, rowing in the same direction to make a substantial difference in the lives of our chronically homeless.

In that spirit, the Planning Council submits this plan to the policy makers and the community with an urgent plea to act now, to act decisively, to act when it may be difficult and to implement measures that define authority and accountability in ending chronic homelessness.

When forming the committee that would put together the ten-year plan to end chronic homelessness, Mayor Autry told the committee that this plan "is a different deal, and this is a great responsibility on the Leadership Council" and that "we have to do things differently and we have to do them efficiently." We have fulfilled this mandate and present these strategies and goals to end chronic homelessness over the next ten years:

Goal: Increase permanent supportive housing through the Housing First model and the rapid rehousing of the chronically homeless.

Strategy: Place 941 chronically homeless in housing over the next 10 years.^{IV}

Strategy: Identify and recommend changes to County and City ordinances that prevent the achievement of the housing first model.

Goal: Expand and increase employment opportunities for the chronic homeless through public-private partnerships.

Through effective case-management, assessment, education and training, employ 40 percent of our homeless population over ten years.^V

Strategy: Establish an employability, education and benefits assessment at intake into housing or services.

Strategy: Utilize an employment re-entry and outreach program that serves both the homeless population and those leaving correctional facilities to increase opportunities for employment and stability.

Strategy: Coordinate no cost and low cost education and vocational training opportunities with established adult education programs.

Strategy: Construction and renovation projects should be used as training grounds and employment opportunities for the homeless.

Goal: Increase and improve access to public assistance, mental and physical health services for the chronically homeless.

Strategy: Establish respite care centers within one year of plan implementation.

Goal: Provide immediate relief to the crisis of homelessness.

Within six months of plan implementation establish systems and programs that provide immediate relief to the chronically homeless.

Strategy: Provide "Housing First" rental assistance and supportive service vouchers to chronically homeless individuals.

Strategy: Provide public showers, triage medical care, and clothes exchange at a consistent location for the homeless.

Strategy: Hold Project Homeless Connect Events.

Goal: Close the revolving door of chronic homelessness through continuous managed services prior to discharge from public programs.

Strategy: Reduce homeless-related discharges from hospitals.

Strategy: Reduce homeless-related discharges from correctional facilities.

Strategy: Reduce homeless-related discharges from foster care.

Goal: Expand the range and availability of prevention strategies to close the "front door" on chronic homelessness.

Strategy: Provide one-time foreclosure assistance for low-to-moderate income residents.

Strategy: Strengthen ties with faith-based organizations, shelter providers, and the Housing Authority of the City and County of Fresno to provide outreach programs that are designed to increase housing and economic stability.

Strategy: Expand services that support housing stability such as rental assistance, legal assistance, and affordable housing placement and creation.

Goal: Improve data collection methods to provide a single point of entry through the Homeless Management Information System (HMIS).

All homeless service providers will utilize HMIS within two years of plan implementation.

Strategy: Incentivize the use of HMIS to include government, hospitals, housing providers, health departments, substance abuse treatment centers, and correctional facilities.

Strategy: Utilize HMIS to provide a single point of entry for homeless services and case management coordination and to link housing resources and availability.

Goal: Identify an agency that will serve as the single point of contact, driving force, and accountable agent for the homeless of Fresno County.

Strategy: Identify a Lead Homeless Agency at the adoption of this plan.

Strategy: The Lead Homeless Agency will ratify this plan as its guiding policy paper and update the plan as necessary.

Strategy: Create and sustain public awareness and political will to implement the strategies and actions that achieve the goals set forth in this plan.

The City and County's appointment of a task force to develop a Ten-Year Plan to End Chronic Homelessness, the plan's approval, implementation, periodic review and amendment will ensure its sustainability. It is designed to be a living document that will continue to grow with our community and will be flexible in light of changes and events that will alter the dynamics of our homeless crisis in unforeseen ways.

This plan represents a collaborative effort that challenges the issues of homelessness through solution-based strategies and represents the City and County of Fresno's best opportunity to end homelessness.

3. INTRODUCTION—AN EXAMINATION OF HOMELESSNESS IN FRESNO COUNTY

Defining Homelessness:

Chronic Homelessness: According to the U.S. Department of Housing and Urban Development, chronic homelessness is defined as “an unaccompanied homeless individual with a disabling condition who has either:

- A. been continuously homeless for a year or more or
- B. has had at least four episodes of homelessness in the past three years.”^{vi}

Episodic Homelessness: Refers to recurrent periods of homelessness. People who experience episodic homelessness are younger and use the shelter system more sporadically than the chronically homeless. They often have substance addictions, leave shelters when they obtain income or use them seasonally, and are more resistant to services. Longitudinal research indicates that approximately 9 percent of the single adult population fits this pattern of homelessness. While these individuals use fewer resources than those whose homelessness is chronic, they are still frequent users of the system, staying for extended periods of time and utilizing approximately 30 percent of the shelter days over the course of a year.^{vii}



Transitional Homelessness: Generally refers to a single episode of homelessness that is of relatively short duration. Persons who experience transitional homelessness use homeless resources for brief periods, most often in times of economic hardship and temporary housing loss. The majority of families and single adults who become homeless over the course of a year fall into this category, and most become homeless due to a housing or personal/family related crisis.^{viii}

Hidden Homeless: While the aforementioned are identified patterns of homelessness, a new category distinguishes the hidden homeless outside the three general patterns. This includes people who move from place to place without having a fixed place to call home but are not enumerated as homeless. Temporary accommodations may include sequential stays at the homes of friends and family, hotels, or youth hostels. The hidden homeless float from one home to another until a permanent situation is found.^x

Counting the Homeless

The methodology used in determining the homeless population for Fresno County is not an exact science. There are many different methodologies and discussions regarding “counting” the homeless. The task is not a simple one, as many homeless populations move about or are “hidden” within society, making counting difficult.

For the purpose of this report, the Planning Council will be utilizing the Fresno Madera Continuum of Care's "Point-in-Time Homeless Population and Subpopulations Chart." This is based on the FMCoC point-in-time survey conducted on January 26, 2007. Although the Planning Council felt that the point-in-time survey did not accurately reflect the extent of the homeless population in Fresno County, the council agreed to use the Point-in-Time figures, recognizing that this methodology is utilized by the U.S. Department of Housing and Urban Development in its funding applications.

Based on discussions on this matter, the Planning Council made these recommendations:

1. Increase the frequency of the point-in-time surveys from bi-annually to annually.
2. Increase the resources and coverage of these surveys by providing City and County support to the Continuum of Care when conducting point-in-time counts.
3. Explore different statistical methodologies in analyzing the data gathered from the point-in-time surveys.
4. Amend the goals and strategies of the ten-year plan to match the results of the new point-in-time counts.

Table 1: FMCoC Point-in-Time Homeless Population

Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Number of Households with Dependent Children	109	192	187	488
Total number of persons in these households (adults and children)	232	474	875	1581
Number of Households without dependent children	951	10780	637	2666
Total Persons	1183	1552	1512	4247

Table 2: FMCoC Point-in-Time Survey Homeless Subpopulations

Homeless Subpopulations			
	Sheltered	Unsheltered	Total
Chronically Homeless	629	312	941
Severely Mentally Ill	588	235	823
Chronic Substance Abuse	660	254	924
Veterans	93	83	176
Persons with HIV/AIDS	183	74	257
Victims of Domestic Violence	208	197	405
Unaccompanied Youth	49	25	74

Tables 1 and 2 represent the 2007 point-in-time survey conducted by the Fresno Madera Continuum of Care. Table 1 specifies that during the survey, 4,247 homeless residents were counted. Table two demonstrates that of the 4,247 homeless residents, 941 individuals fall under the chronic subpopulation. Table 3, below, lists how we determined what percentage of our homeless population are chronically homeless.

Table 3: Determining the Percentage of the Chronic Homeless

FMCoC Homeless Population	FMCoC Chronic Subpopulation	Percentage of Chronic Homeless
4,247	941	22%
Total Homeless Counted	Number of Chronic Homeless	Chronic Homeless/Total

Although the Planning Council decided to utilize the point-in-time methodology for the purpose of this report, The U.S. Department of Housing and Urban Development has established a nationally accepted formula in estimating homeless populations. This formula takes 1 to 2 percent of an area's general population as the homeless population. Although this formula is useful in estimating the total homeless population in a jurisdiction, it cannot be used to measure results because an increase or decrease in general population does not always coincide with an increase or decrease in the homeless population.

The Planning Council, in its discussions, agreed that in Fresno County 2 percent of the general population is a more accurate reflection of our "overall" homeless population when utilizing this formula. Fresno is confronted by the challenges of debilitating poverty. In the 2005 report issued by the Brookings Institution, *The Aftermath of Katrina: Confronting Concentrated Poverty Across the Country*, Fresno was ranked as the city with the highest concentrated poverty at 43.5 percent. The City of Fresno is home to 47 neighborhoods with residents living in extreme poverty—meaning that more than 40 percent of the neighborhood's residents live below the 2000 federal poverty threshold.^{xi} Foreclosures, poverty, seasonal workers, and unemployment all contribute to this number.

Recent national studies suggest that more people experience homelessness than originally thought.^{xii} More recently, the "Measure of America" study funded by the Oxfam America and other nonprofits ranked the 20th Congressional District, which includes Fresno, Kings, and Kern counties, as poorest in "human development" based upon rates of income, health, and educational attainment.

In July of 2008 the unemployment rate for Fresno County was 9 percent compared to the state rate of 6.9 percent.^{xiii} On February 29, 2008, the Fresno Bee reported that "unemployment rates in the San Joaquin Valley have begun an inextricable climb to double-digit jobless rates due to fallout in the financial sector from the sub-prime debacle and a slowdown in construction of residential construction, which, at its peak, dropped unemployment to a record low of 7 percent a few years ago."^{xiv}

Based upon HUD's formula, and using 2 percent of our general population due to economic and social challenges mentioned above, Fresno County's estimated homeless population is approximately 18,621 individuals and families.

Table 4: Determining Homeless Populations

Fresno County Population	HUD Formula at 2%	Point-in-time Chronic Homeless Percentage	Chronic Homeless Population
931,098	18,621	22%	4,096
California Department of Finance	2% of general population HUD	Chronic homeless 941/4247	Number of chronic homeless

F M Co C Point-In-Time Street Count

The U.S. Housing and Urban Development agency has identified the Point-In-Time (PIT) Homeless Street Count as the means to determine numbers of local homeless not being served or not in shelters, and the community need for additional homeless beds. The Homeless Street Count is available as public information, is used in "identified need" reports for funders and service providers, and is incorporated in local government Consolidated Planning. The data collected during the PIT Homeless Street Survey is also a key document for the F M Co C annual HUD Submission for homeless funding and in local F M Co C and 10-Year Plan discussions and planning. The PIT Count provides valuable planning and gaps analysis data to Fresno and Madera (City and County) homeless shelter/service providers, public officials, community groups, and local government. It is also locally collected data used in reports to local, state and federal resources. The Fresno Madera Continuum of Care—the regional authority on homelessness/issues and needs—is responsible for the PIT Homeless Street Count that occurs every 2-years.^{xv}

The biannual Point-In-Time Homeless Street Count was completed in the Fresno and Madera region on January 26, 2007. There are various methods that can be implemented to capture the Homeless Street Count. Methods include personal interviews, a count of individuals on the street (no personal interview) and survey volunteers can either be dispersed to all areas countywide, or data collection can be concentrated in known areas frequented by Homeless. Other statistical means are also acceptable, however not as valued as the actual PIT street-count. The method used by the F M Co C involved a day-long data collection strategy, using the personal interview method of individuals on the street, in areas known to be frequented by Homeless, including the perimeters of emergency shelters, soup kitchens, parks, railways, under bridges and other areas of the County. More than 100 community members including homeless service providers, private citizens, public agency representatives, justice and social service agencies participate in the one day Point-In-Time (PIT) count of homeless on the street.^{xvi}

Who are our homeless?

Utilizing the 2007 Point-in-Time survey, it is possible to determine the characteristics of Fresno County's homeless populations:

Figure 1: Gender

Forty six percent of the homeless population was identified as male and 49 percent female. The 2006 Census projection data showed 49 percent of Fresno County's general population as female and 50 percent as male.^{xvii}

Figure 1: FMCoC Street Survey: Gender

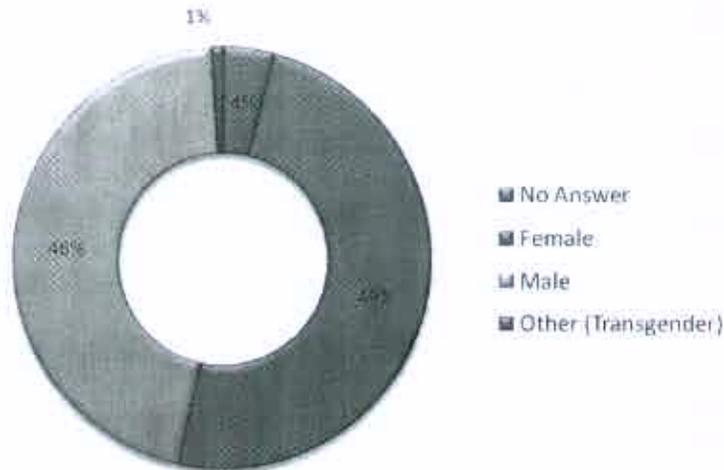


Figure 2: Age

Nearly half (48 percent) of the homeless population falls in the 31 to 50 age range with 35 percent in the 18 to 30 age range. Those who are 51 to 61 years of age represent 13 percent of the homeless population.

The age breakdown, while separating minor children from adults, was not broken down into Federal or State homeless age distinctions, which are relative to current and ongoing homeless funding; specifically Transitional Age Youth (TAY) who are ages 18-24. The actual number of TAY cannot be determined or cited through this survey.^{xviii}



The same falls true for the older populations. Age distinction would have been useful for homeless over the age of 55 years, and again 62+ years. An analysis or determination could have been projected regarding homeless seniors and retirees, possibly those who became homeless due to fixed or inadequate income.^{xix}

Figure 2: FMCoC Street Survey: Age

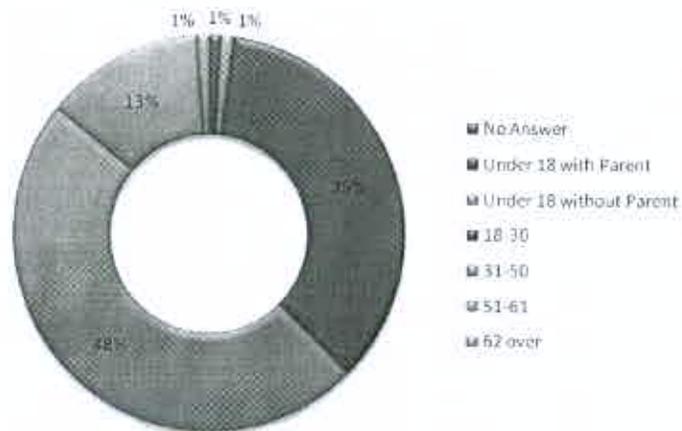


Figure 3: Race/Ethnicity

Hispanics and Whites each make up 38 percent of Fresno County's homeless population, followed by African Americans at 16 percent with Native Americans at 4 percent, Asians and Pacific Islanders made up 3 percent of the total population. In the 2006 Census Bureau Population Estimate, Whites made up 81 percent of Fresno County's general population, Hispanics were 47.6 percent, African Americans were 5.7 percent, Asian persons made up 8.9 percent and American Indians were 1.9 percent.**

Figure 3: FMCoC Street Survey: Race/Ethnicity

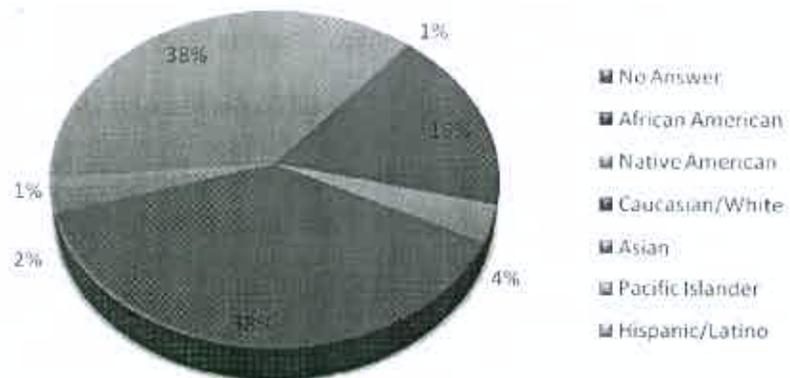
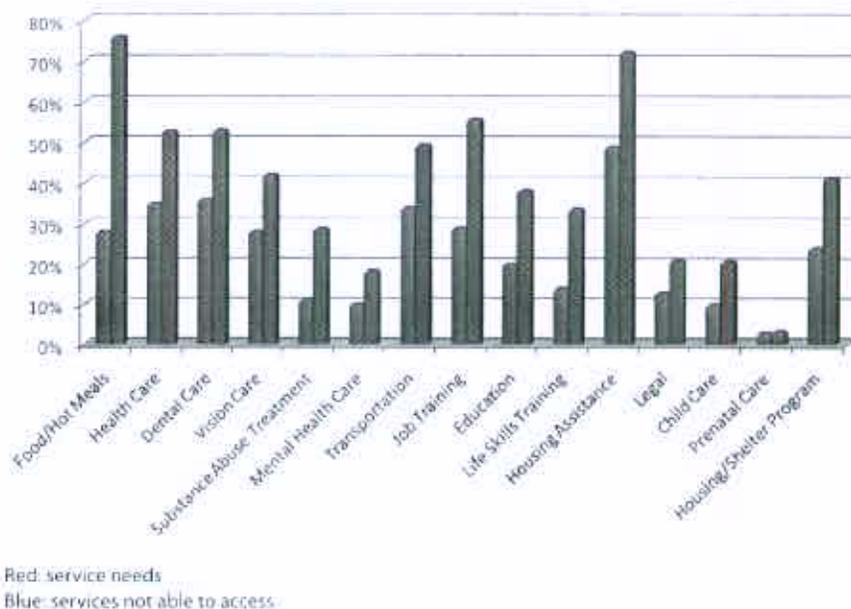


Figure 4: FMCoC Street Survey: Accessibility of Services



Fresno County's homeless residents were surveyed about services they needed versus services that they were not able to access. Seventy-six percent said they needed food/hot meals and 27 percent said they could not access this need. Seventy percent said they needed housing assistance but 49 percent said they could not access it. Health care and dental care, job training, and transportation were also identified as strong needs of our homeless community and also identified as services that the homeless had difficulty accessing.

In this ten-year-plan to end chronic homelessness, Figure 4 is a powerful representation of the needs of Fresno County's homeless population as it is stated in their own words. In formulating this plan, the Planning Council considered these needs in our goals and strategies.

Our Focus is the Chronic Homeless

The Ten-Year Plan focuses on chronically homeless people, those who have been homeless more than one year, or have experienced multiple episodes of homelessness and have a disability. While they represent approximately 22 percent of the homeless population, they are the most visible and often suffer from untreated mental illness and substance abuse. The chronic homeless place a high demand on public services, and in doing so, reduce the amount of services available for those who are at risk of homelessness or experience episodes of homelessness.

A major study at the University of Pennsylvania found that a mentally ill homeless person utilizes over \$40,000 in publicly funded services annually. In comparison, the average cost of supportive services to enable mentally ill persons to maintain housing is slightly over \$16,000. According to this study, reduction in incarceration, hospitalization and shelter use would effectively pay for 95% of the cost of housing.^{xxi}

Beyond the traditional costs that are associated with homelessness, there are multiple social costs as well. Homelessness impacts the lives of both the individual and their family. It prevents access to education and employment, and plays a large role in behavioral and developmental problems for children and young adults.^{xxii}

Providing for the chronically homeless not only helps those with the greatest need, it also releases valuable resources necessary to provide for all the homeless populations in Fresno County.

4. BACKGROUND

Homeless efforts

National Efforts

Planning for and providing the infrastructure to eliminate chronic homelessness is a national effort. In July of 2000, the National Alliance to End Homelessness included ending homelessness altogether in its ten-year plan. Mel Martinez, the Secretary of the Department of Housing and Urban Development, announced this goal at the National Alliance's 2001 conference. President George Bush further emphasized the National Alliance's goal by making it one of the top objectives in the Federal Government's 2003 Budget.



Since the National Alliance announced its ten-year plan to end chronic homelessness, hundreds of communities have committed to transforming their homeless systems in an effort to end chronic homelessness.

The federal Interagency Council on Homelessness has been charged with guiding and coordinating the efforts in developing ten-year plans nation-wide. According to the Interagency Council, approximately 213 plans have been adopted and over 130 plans are currently in the development process.^{xxiii}

State Efforts

In August of 2005, Governor Arnold Schwarzenegger announced the State of California's Initiative to End Long-Term Homelessness and created an opportunity for the state to work with local governments, non-profit organizations and other private entities to fund and implement innovative solutions to the state's long-



term homeless problem. The funds were intended to help develop and implement new and innovative programs to address the needs of some of the most vulnerable Californians, homeless individuals suffering from serious mental health illness and related disabilities. The funding focuses on the creation of permanent housing that includes support services for residents. The Initiative created a multi-agency committee to provide a simple, one-stop approval process for funding requests.^{xxiv}

The Governor's Initiative to End Long-Term Homelessness included three goals:

- Leverage Proposition 46 funds, in conjunction with tax credits and local funds, to build approximately 400 to 500 new units of permanent housing.
- Support the cost of ongoing services through the Mental Health Services Act to ensure these residents receive the services they require to keep them off the street.
- Coordinate federal, state, local, non-profit and private sector efforts to combat homelessness.^{xxv}

In June 2006, HomeBase, The Center for Common Concerns, facilitated a two-day Policy Academy to begin development of California's Ten-Year Chronic Homelessness Action Plan. More than 100 people from all over the state participated in the Academy to begin the process for creating a statewide plan.^{xxvi}

The State's draft ten-year plan has been circulated for review and outlines the following action plan:

1. Establish as a statewide priority for the prevention and significant reduction of chronic homelessness.
2. Increase the supply of housing affordable for those who are chronically homeless or at-risk of chronic homelessness.
3. Promote early identification of those at-risk of chronic homelessness and establish policies and programs to prevent its occurrence.
4. Enhance the availability, accessibility and integration of support services needed by those who are at-risk or chronically homeless.
5. Promote financial stability of the at-risk and chronically homeless population.^{xxvii}

Local Efforts:

On April 14, 2008, Chairman Henry R. Perea of the Fresno County Board of Supervisors and Fresno Mayor Alan Autry announced that the County and City of Fresno would begin the process of developing a ten-year plan to end chronic homelessness in Fresno County.



Supervisor Perea and Mayor Alan Autry convened a group of community leaders, local officials and representatives to take on the challenge of ending chronic homelessness over the next ten years. This group of civic leaders comprised the Leadership Council and they were charged with the oversight for the development of the Ten-Year Plan to End Chronic Homelessness.

The Leadership Council embodied the spirit of collaborative planning necessary to address the challenges of ending chronic homelessness. They would also be responsible in ensuring that the plan would address the specific needs of Fresno County, and for the sustainability of the plan throughout its term.

In turn, the Leadership Council appointed a Planning Council to oversee the day-to-day activities of formulating the ten-year plan. The Planning Council was made up of a broad community representation with the specific focus on researching and writing the plan. The Ramsay Group, LLC, a local consulting firm, assisted the council with meeting facilitation, technical research, technical assistance, and in drafting of the plan. A unique aspect to this Planning Council, and to the credit of the City and County of Fresno, was the appointment of homeless citizens to the Planning Council. Their perspective, advocacy, and active involvement will bolster Fresno County's commitment to end chronic homelessness.

The Planning Council faced a challenging mandate to complete the Ten-Year Plan within 100-days of its formation. This mandate was embraced with enthusiasm and focus to end chronic homelessness in Fresno County.

From its first meeting on April 21, 2008 The Planning Council met every week in its entirety or in individual workgroups. The Planning Council held their first meeting with the following processes in mind:

1. Review the extent of chronic homelessness and existing services in Fresno County.
2. Gather input from stakeholders and the larger community.
3. Define the barriers that need to be addressed to reduce and end chronic homelessness and to prevent its reoccurrence.
4. Review "best practices" in other communities.
5. Identify needed efforts, strategies and models that will effectively address chronic homelessness in Fresno County.
6. Develop a ten-year plan with principles, goals and recommendations that will end chronic homelessness.

Over the three months that they met, the participants in the Planning Council became knowledgeable about the local population of chronically homeless persons. Speakers from other communities as well as local providers attended the meetings and presented information about effective programs and model practices for the council to consider.

Planning Council members reviewed our current continuum of care system and drafted specific strategies for serving chronically homeless individuals. In addition, members of the Leadership Council and the Planning Council attended four homeless engagement tours in which they dialoged with the local homeless citizens in their own environment. These tours were essential to focus the council's efforts and to educate its members through first-hand sources.

The Role of the Continuum of Care

The Fresno Madera Continuum of Care (FMCoC) is a network of 200 public and private organizations and individuals that provide services to the homeless or are concerned with the crisis of homelessness in Fresno and Madera counties. The continuum of care is recommended by the U.S. Department of Housing and Urban Development (HUD) as a comprehensive and strategic approach to addressing homelessness by providing services and resources such as:

1. Homeless Prevention, assistance to help people maintain housing and prevent homelessness.
2. Outreach and Intake and Assessment, to identify an individual's or family's needs and link them to appropriate housing and or services
3. Emergency Shelter, short term, safe and decent shelter provided as an alternative to the streets.
4. Transitional Housing, housing with supportive services to help people develop the skills they need to live in permanent housing.
5. Supportive Services, supportive services should be available throughout the Continuum of Care in order to address the specific needs of each individual.
6. Permanent Housing, affordable housing in which residents pay no more than 30% of their income for housing costs.
7. Permanent Supportive Housing, housing with supportive services designed to allow persons with disabilities to live in the community as independently as possible.^{xxviii}

The FMCoC is the forum by which local priorities are established for local homeless providers in applying for State Emergency Housing and Assistance Program (EHAP) funding, Supportive Housing Program (SHP) funding and Shelter Plus Care funding. The FMCoC serves in securing and distributing McKinney-Vento Act funding and in establishing local funding criteria.

The FMCoC was successful in obtaining the following funding in the 2006-2007 program year.

Table 5: Fresno County CAPER

Applicant	Project Name	Requested Project Amount	Term Of Project
Madera County Action Agency	Shumanite House	\$525,322	3 Years
Fresno Housing Authorities	Shelter-Plus Care	\$128,924	1 Year
Fresno County Economic Opportunities Commission	FCEOC Sanctuary TLC #1	\$541,708	3 Years
Central Community Development Center, Inc.	Laurel Homes II	\$1,353,450	3 Years

graph continues ...>

Applicant	Project Name	Requested Project Amount	Term Of Project
Fresno County Economic Opportunities Commission	FCEOC Sanctuary TLC #2	\$570,084	2 Years
Turning Point of Central California, Inc	Transitional Learning Center	\$347,128	2 Years
Marjaree Mason Center	Homeward	\$130,965	2 Years
Turning Point of Central California, Inc.	Transitional Learning Center Expansion	\$148,204	2 Years
Poverello House	Naomi's House	\$708,338	2 Years
Central Community Development Center, Inc.	Homeless to Home Program	\$137,634	2 Years
Spirit of Woman		\$322,262	1 Years
Amount Awarded:		\$4,915,019	

Housing First Model

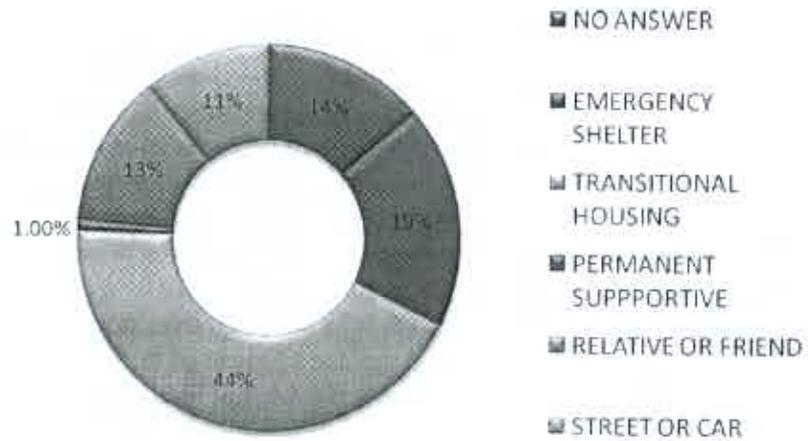
"Housing First" is an approach to ending homelessness that centers on providing homeless people with housing quickly and then providing services as needed.^{xxix}

We cannot end chronic homelessness without providing housing first. The very nature of housing provides the means necessary to address all other issues of homelessness such as mental illness, lack of employment, substance abuse, physical disabilities and other health related issues. Housing provides the stability and addresses the immediate needs of homelessness so that other issues can be addressed in a safe and secure environment.

The lack of permanent housing needs to be the first and foremost issue to be addressed in this ten-year plan. The Housing First model does not use permanent housing as an incentive for the successful completion of treatment, but utilizes permanent housing as a means to providing appropriate treatment. For over 20 years, the housing first model has proven to be a practical means to ending and preventing homelessness.^{xxx}

In the 2007 Continuum of Care Street Survey, when homeless residents were asked where they stayed the previous night, 63 percent stated that they were in emergency and transitional housing, whereas only 1 percent spent the night in permanent supportive housing. Emergency shelter is a costly alternative to permanent housing. While it is necessary for short-term crises, it too often serves as long-term housing. The cost of an emergency shelter bed funded by HUD's Emergency Shelter Grants program is approximately \$8,067 more than the average annual cost of a federal housing subsidy (Section 8 Housing Certificate).^{xxxi}

Figure 5: FMCoC Street Survey: Where did you stay the night prior?

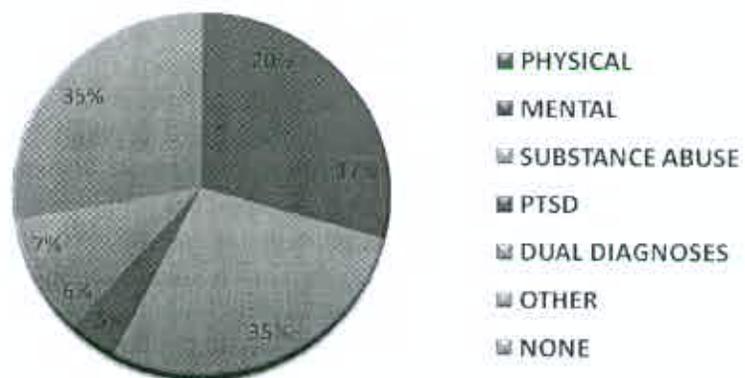


In addition, emergency shelters do not offer the stability necessary for the chronically homeless to access the long term services and care that they need to return to mainstream society.

Housing first combines housing with the support services necessary for the chronically homeless to remain in housing. The National Alliance to End Homelessness found that in a “housing first” approach to the issue of chronic homelessness, 80 percent to 90 percent of individuals in permanent supportive housing remained there after one year.^{xxxi}

A combination of housing and support services provides a powerful impact in ending chronic homelessness especially in light of the fact that almost 65 percent of Fresno County’s homeless population suffer from some type of disability.

Figure 6: FMCoC Street Survey: Disability



Rapid Rehousing Model

One of the primary challenges that homeless people face in getting back into housing is navigating the private rental market. Fresno, like most California cities has a shortage of affordable housing for low- and very low- income residents. In addition to affordable housing shortages, there are very little incentives for potential landlords to provide housing to homeless individuals with credit problems, little or no income, and/or precarious housing histories.



Consistent with a Housing First approach, Rapid Re-housing programs help individuals or families experiencing homelessness locate housing in the community, negotiate with landlords, and provide home-based case management to promote housing retention and link families with needed services within their new community.^{xxxiii}

Successful Rapid Re-housing programs incorporate aggressive landlord outreach and housing search assistance. Providers use a variety of strategies to educate landlords in the community about their services to families, dispel myths about families experiencing homelessness, and provide support to the family and the landlord to promote successful tenancy.^{xxxiv} Building and retaining the trust of landlords is instrumental and expands the housing options available to families, particularly those with more challenging rental histories.^{xxxv}

Nationally there are several noted Rapid Re-housing initiatives. Examples of successful initiatives include:

- The Shelter to Housing Pilot, the Commonwealth of Massachusetts
- The Family Housing Collaborative, Columbus, Ohio
- The Rapid Exit Program, Hennepin County, Minnesota

Most of the successful Rapid Re-housing models utilize a single point of contact, typically a nonprofit organization that helps the individual or family exit the emergency shelter care system by locating and obtaining both short-term and long-term rental housing. Generally, the individual or family receives housing rental assistance. Housing assistance can vary from security deposit and first month's rent, a two year rent subsidy, a subsidy of up to a capped amount (e.g. \$6,000 per family) that can be tailored to meet the needs of families, or traditional Housing Choice Vouchers.^{xxxvi}

5. COST BENEFIT ANALYSIS

Due to the accelerated timeline in putting together this ten-year plan, a full cost benefit analysis was not conducted as a part of this plan although a request for qualifications for the cost-benefit analysis was issued as a part of the planning process. The Planning Council sees this analysis as an essential element to this document and therefore, it is recommended that the request for qualifications be reissued, conducted and incorporated into this document. Identification of the costs associated with providing for the homeless, and the savings that this document could potentially bring forth are critical in establishing political and civic support in ending chronic homelessness.

Nationally, according to Phillip Mangano, the Executive Director of the Interagency Council on Homelessness, the cost of homelessness and associated services (emergency room/court costs, public safety, emergency shelter) is anywhere between \$35,000 to \$150,000 a year per person, whereas the cost of providing a person with a place to live and supportive services is between \$13,000 to \$25,000.^{xxxvii}

Locally, it is difficult to accurately estimate the total amount spent annually in the City and County to deal with the chronically homeless. According to a 2007-2008 Fresno County Grand Jury report, the public and private sectors spend up to \$100 million on the chronically homeless per year. This figure would include the total funding from the federal and state governments, donations, medical treatments and services, food, emergency and transitional shelter, police, fire, and coroner services. It has also been reported that as much as 50 to 80 percent (\$50-80 million) of the total money intended for homelessness is spent on the chronic unsheltered homeless.^{xxxix}

The chronically homeless utilize the most expensive public services in Fresno County, including emergency health care and mental health services, law enforcements, and crisis intervention services. The funding for this comes from the city and county's operating budgets.^{xl} In general, jail or prison costs are estimated to be three to four times the cost of shelter beds or supportive housing costs in other jurisdictions.^{xli}

Using national models, a number of jurisdictions have used several methodologies to measure the most significant costs associated with chronic homelessness. Many jurisdictions examined costs such as emergency room care, mental health services, law enforcement response, and traditional shelter services.

San Diego County tracked fifteen homeless people for eighteen months and was able to quantify the medical cost per chronic unsheltered homeless person to be more than \$130,000 per year or \$200,000 for eighteen months. Fifteen homeless people in eighteen months cost the county over \$3 million in unreimbursed medical care.^{xlii}

Emergency Housing

According to the Poverello House, meals served, shelter nights, shower and laundry services, medical and dental treatment for one year are estimated at \$3,257,979.50. On average, annually, the Poverello House serves 483,962 meals, provides 23,239 homeless with shelter, 20,417 use the shower/laundry service and 6,393 utilize the medical/dental services.

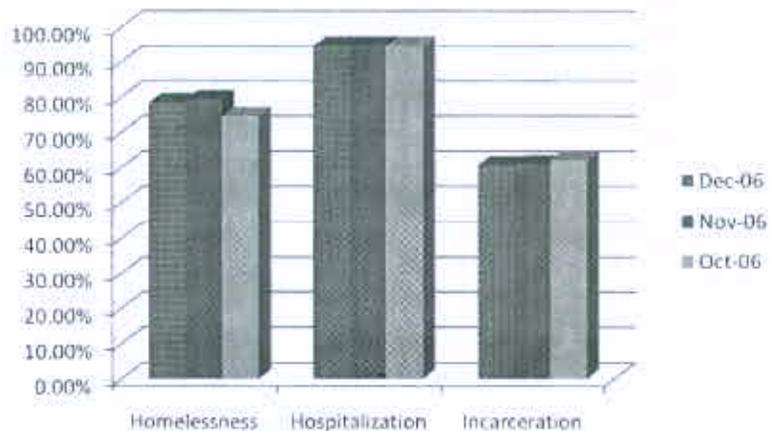
Medical Services

The average hospital stay cost is between \$1,200 to \$1,600 per night.^{xliii} The chronically homeless, because of their noted health challenges, have a tendency to have greater frequency of hospitalization and longer hospital stays, which means higher cost. Hospitals don't track whether a patient is homeless. However, hospitals such as Community Regional Medical Center (CRMC) provide over \$122 million in uncompensated services to patients, including homeless.

Fresno County mental health tracked 5,000 chronically homeless individual's enrolled in the AB 2034 program over a three year period. They concluded that:

- AB 2034 represents the best in promising practices, with demonstrable and measurable outcomes on both individual and program levels.
- California tax payers save money with this program AB 2034 program shows a substantial reduction in incarceration-the number of days of incarceration dropped by 72.1%. For example, the average cost per individual served in the AB 2034 program is \$12,000 annually compared with the \$41,000 it costs to keep a person in prison each year.
- AB 2034 has shown a dramatic drop in inpatient psychiatric hospitalization a decrease of 55.8%.
- The number of days spent homeless dropped 67.3%.
- The number of days of full-time employment increased 65.4%.
- The number of days of part-time employment increased 53.1%.

Figure 7: AB2034 Program Outcomes



Kern County, which recently completed their ten-year plan to end homelessness, found that:

Based on national models and partial local data, the cost to the County for a chronically homeless individual was between \$40,000 and \$50,000 per year on services alone.

Other figures that Kern County published in their report:

- **Law Enforcement:** The cost of law enforcement response calls involving the chronically homeless in Metro Bakersfield in 2005 was estimated to be \$123,420.
- **Ambulance transport:** Homeless patient transport costs over a two year period were \$416,000. One chronic homeless individual alone led to \$171,000 in costs associated with ambulance transportation.
- **Hospitalization:** Kern County Mental Health tracked 151 chronically homeless individuals enrolled in a recent state program over the course of a year. In the 12 months prior to enrollment these 151 individuals spent 1,397 days in the hospital at an estimated cost of \$1,397,000 to the County. These same individuals also spent 2,072 days incarcerated at an estimated cost of \$186,480 to the County.^{xlvii}

6. ACTION PLAN TO END CHRONIC HOMELESSNESS IN 10 YEARS

Housing First:

Maintaining the existing capacity to house homeless residents and introduce additional capacity to balance needs by aggressively soliciting grants subsidies and loans.

Providing stable, appropriate, permanent housing facilitates the provision of the necessary services to achieve self-sufficiency more manageable. The Housing First model is much more than just providing housing, it is a shift in mentality on how we solve the problem of chronic homelessness.

Goal: Increase permanent supportive housing through the housing first model and the rapid rehousing of the chronically homeless.

Strategy: Place 941 chronically homeless persons in housing during the next ten years.^{xlv}

Action: Use housing vouchers, landlord agreements, new construction and existing housing stock to provide 941 units of housing for the chronically homeless.

Action: Of the 941 units one-third shall be new construction, universally designed and ADA compliant and built with green and sustainable methodologies.

Action: Utilize diverse and creative housing designs and types.

Action: Support existing efforts to create affordable housing for very-low income residents such as the creation of a self-sustained Housing Trust Fund.

Action: Encourage entitlement communities to incorporate the development of permanent supportive housing units in their Housing Element Updates and Consolidated Plans.

Strategy: Identify and recommend changes to County and City ordinances that might prevent the achievement of the housing first model.

Action: Lead Homeless Agency to review and make recommendations to City and County ordinances that may impede the creation of homeless housing.

Opportunity:

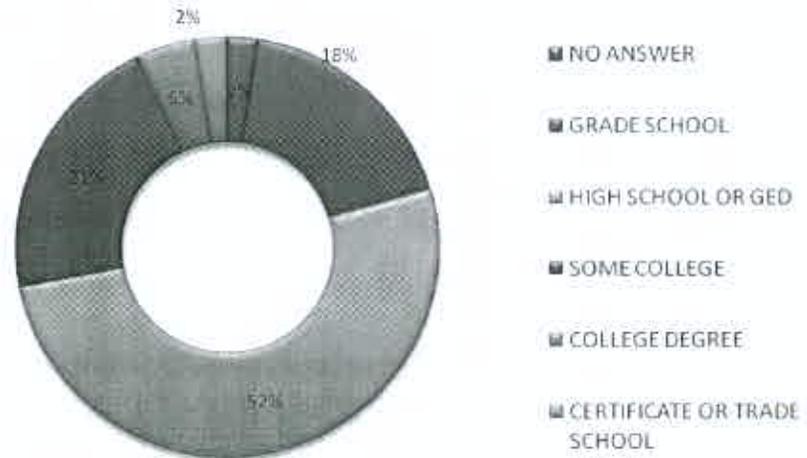
Providing for the rights and dignity of our homeless by offering them opportunities to return to mainstream society

Lack of employment, income and economic opportunity are often identified as major causes of homelessness. Although 19 percent of Fresno County homeless individuals report being employed or having occasional work, many of the jobs

they hold do not provide adequate wages and benefits for self-support. Solving chronic homelessness requires helping these individuals achieve economic stability through employment opportunities, education, and supportive case-management. In providing employment opportunities for the homeless, it is possible to offset the costs of supportive services and housing through the individual's income and productivity.

Lack of employment, income and opportunity are not only a cause of homelessness, they are barriers in ending homelessness. Fifty-two percent of Fresno County's homeless population reported that they have completed a high school education with 26 percent reporting that they have had some college education. Just 18 percent stated that they only had an elementary school education. Our homeless are not unemployable if given the opportunity. There are myriad barriers to employment and therefore the Planning Council has set this as a key goal.

Figure 8: FMCoC Street Survey: Education



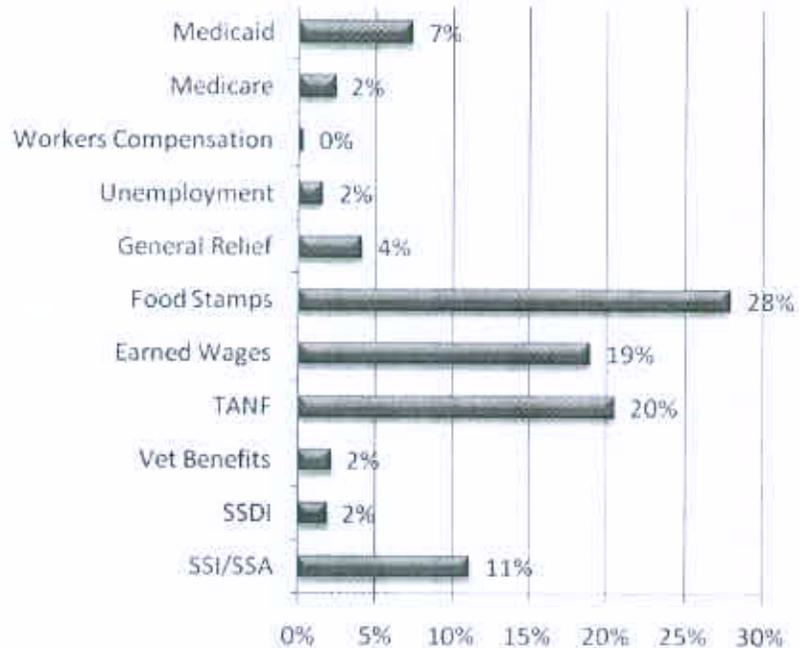
The intake process for these services must include a comprehensive assessment of eligibility for available benefit programs, an assessment of education and current employability in order to determine job placement opportunities and educational needs.

Through constant case management and assistance, homeless individuals will better be able to manage their financial resources. Provided they cannot do so, more extensive case management is necessary.

Repeated episodes and extended periods of homelessness decrease the prospects of employment as the consequences of prolonged homelessness may include social stigma and loss of work habits, responsibility and commitment to employment. The ten-year plan recognizes that people who are chronically homeless will need greater access to resources that provide employment training and placement. For some, the root causes of their homelessness may

indicate a skill level for both work and life skills that are below the expectations of most employers. Although there are many employers who are willing to assume some risk by offering employment to the homeless, that risk is still limited by the employer's minimum expectations.

Figure 9: FMCOOC 2007 Street Survey: Income



An employee whose attendance is sporadic or whose work skills do not match job requirements will quickly run out of chances with the employer. It is important to use organizations such as the Workforce Investment Board, the Fresno Career Development Institute, Fresno County EOC and the Fresno Adult Education Center that have established programs for the homeless and to bolster their efforts in placing the homeless into jobs or training. Building on these existing relationships and processes is both cost effective and a tested method in increasing opportunities. Stable housing provides individuals the ability to maintain employment.

In addition, programs such as Fresno Works for Better Health Neighborhood Employment Resource Centers (NERCs) can serve by providing basic job readiness and placement services to the chronically homeless population. New programs targeting individuals who require basic life and work skills training combined with marketable vocational training are also needed to help the chronically homeless bridge the gap.

Training combined with supportive case management is essential for helping homeless people maintain both stable employment or work training. Additionally, for homeless families, childcare and affordable transportation are critical for gaining and maintaining employment. To address benefits, education and employment needs of the homeless, as many resources as possible should be brought directly to the homeless. Satellite offices for these programs should be located near homeless population concentrations and at primary homeless service locations.

A key aspect in assimilating homeless individuals back into mainstream society is by ensuring their equal rights and providing programs and services that offer them opportunity.

Goal: Expand and increase employment opportunities for the chronic homeless through public-private partnerships.

Strategy: Establish an employability, education, and benefits assessment at intake into housing our services.

Strategy: Utilize an employment re-entry and outreach program that serves both the homeless population and those leaving correctional facilities to increase the opportunities for employment and stability.

Strategy: Coordinate no cost and low cost education and vocational training opportunities with established adult education programs.

Strategy: Construction and renovation projects should be used as training grounds and employment opportunities for the homeless.

Goal: Increase and improve access to public assistance, mental and physical health services for the chronically homeless.

Strategy: Partner hospitals with existing services to establish respite care centers.

The chronically homeless face a wide range of physical health challenges. For those homeless individuals requiring hospitalization, one of the most glaring inadequacies in our local community is the lack of medical respite facilities. In some cases, it has been noted that performing a needed surgery on a chronically homeless individual who has no place to rest and recover is more detrimental to his or her health than not performing the surgery at all.

In the absence of a medical respite center, that role has typically fallen on local hospitals. The challenge for hospitals is that the cost of keeping non-acute patients under care is extraordinarily high and the recurring costs of homeless patients returning to the emergency room for additional treatment because they were unable to recover from the initial procedure simply adds costs into an already fragile healthcare system.

At both the humane and financial levels, it is important that Fresno County and health care facilities take the necessary steps towards collaborative discharge planning for chronically homeless individuals. This includes the establishment of respite care programs that give hospitals options when it comes to treating and discharging homeless patients.

Communities such as Sacramento and Chicago have established working models of successful respite care programs and coordinated discharge planning that have resulted in reduced costs, less frequent hospital visits, and programs that allow hospitals to discharge homeless patients to shelters where they can recover in a safe and clean environment.

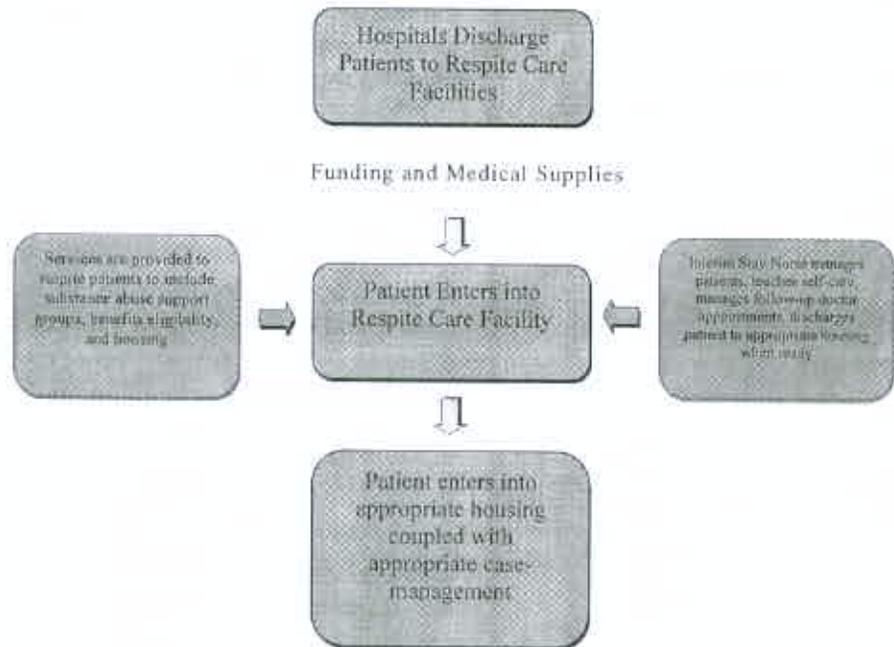
The respite care program in Chicago demonstrated that when appropriate recovery facilities are provided to homeless patients, it dramatically reduces the amount of inpatient days and emergency room visits. Chicago's study demonstrated that the average patient used 4.7 fewer inpatient days and .08 fewer emergency room visits than that of homeless patients that were discharged back to the street.^{xlvi} These results demonstrate the significant amount of savings that can be achieved through proper planning.

In Sacramento, area hospitals came together with a local non-profit to establish a respite care center. This center is simply a place for homeless individuals to rest and recover from hospitalizations or outpatient procedures, where their medications can be stored, and where home health nurses can visit and provide check-ups and ensure compliance.^{xlvii}

Respite care facilities do not necessarily need new infrastructure to be successful, but rather can build upon existing shelters provided that funding can be secured to ensure that meals, handicap accessible beds and bathrooms are provided, and that the facility has the ability to store medication. Staffing such as an interim stay nurse can be utilized to manage the recovering patients, ensure that they make follow-up visits with medical doctors, and make the decision on when a patient is ready for discharge.

More comprehensive respite care models offer referral and supportive services as a part of the overall process of recovery. Alcohol and drug abuse support group meetings, Medi-Cal eligibility screening, and housing referrals or vouchers serve as long-term plans for care that extend beyond recovery. Active case management services, as demonstrated through California's recent Frequent Users of Health Services Initiative, are also a key in improving the long-term health of the chronically homeless and ensuring that a community's healthcare resources are utilized at their "highest and best use."^{xlviii}

An example of a successful discharge program model:



Today's healthcare environment is challenging for all to navigate and is especially difficult for the chronically homeless. Ensuring that homeless patients transition from acute care settings to respite care then into appropriate community-based, case managed services and housing are all essential steps in the process of eliminating the cycle of chronic homelessness.

Goal: Provide immediate relief to the crisis of homelessness.

Strategy: Provide 15 to 30 Housing First rental assistance and supportive service vouchers to chronically homeless individuals over the next year.

Strategy: Provide for public showers, triage medical care, and clothes exchange at a consistent location for the homeless.

Strategy: Hold Project Homeless Connect Events.

Short-term solutions to homeless issues, although often viewed as "temporary fixes" to long term problems, do have their place in combating and ending chronic homelessness and providing for immediate needs. Although a large number of homeless are in need of long-term managed care in permanent supportive housing for mental health and drug and alcohol related treatment, many homeless are merely in need of a helping hand to get back on their feet. The programs listed here provide for the chronic, episodic, and at-risk populations immediate needs in conjunction with long-term planning for the ten-year plan to end homelessness.

Until adequate permanent supportive housing is available, it is important to address the health and sanitation needs of the homeless. The establishment of service centers that can provide for the basic needs of the homeless is essential in planning short-term strategies.

Through national programs, local municipal efforts, and community based efforts, there are many short-term solutions that will assist homeless populations and decrease the chronic homeless population in Fresno County. Through case-studies and best practice research, our findings indicate that a majority of short-term programs are usually community based. Nevertheless, they require some form of subsidy and well-coordinated joint partnerships to ensure their success.

P r e v e n t i o n :

Stopping the cycle of chronic homelessness before it begins

Closing the front door on homelessness covers a wide spectrum of programs, initiatives and systems that all work towards preventing both families and individuals from losing their housing.

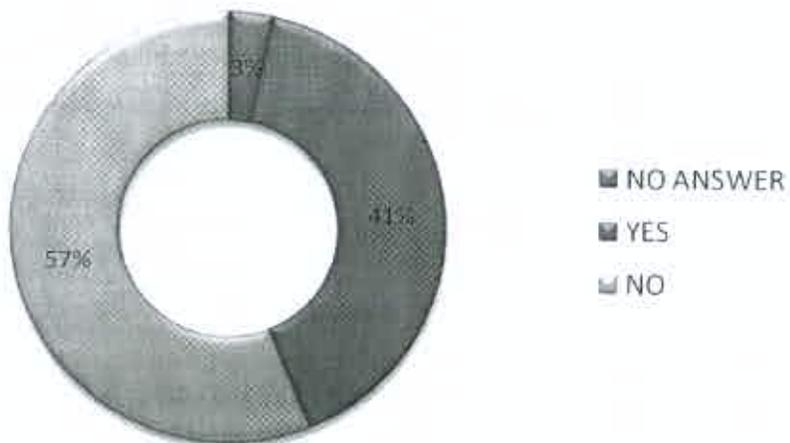
The best approach to ending homelessness and obtaining sustainable long term results is to prevent homelessness at its inception. Prevention of homelessness, according to the National Alliance to End Homelessness, is one sixth of the cost in financial and human terms than finding and establishing housing for someone after becoming homeless.^{xlix} Programs such as rental assistance, utility assistance and legal advocacy increase housing stability for the residents of Fresno County and therefore, serve as the first line of defense in preventing chronic homelessness before it starts.

However, prevention is not just limited to stopping homelessness before it begins. It is also stopping the cycle of chronic homelessness altogether. Institutions that discharge people into homelessness often lack the proper referral services with access to permanent supportive housing resulting in too many people being discharged directly to emergency shelters and the streets. National studies have shown that over 30 percent of all people discharged from institutions that come in contact with the chronic homeless end up homeless within 6 months of discharge. This same pattern can be demonstrated in the foster care system because those who are discharged at age 18 are more susceptible to ending up on the streets.^l

The institutions mentioned above are overburdened and are limited on resources when dealing with homeless individuals. Long-term treatment is not an option when combined with limited budgets and the costs associated with providing shelter and care almost demand that these providers focus on rapid rehabilitation and release. Nevertheless, this results in an influx of persons with disabilities, addictions and mental illness who are poorly adapted to finding housing without the proper assistance.

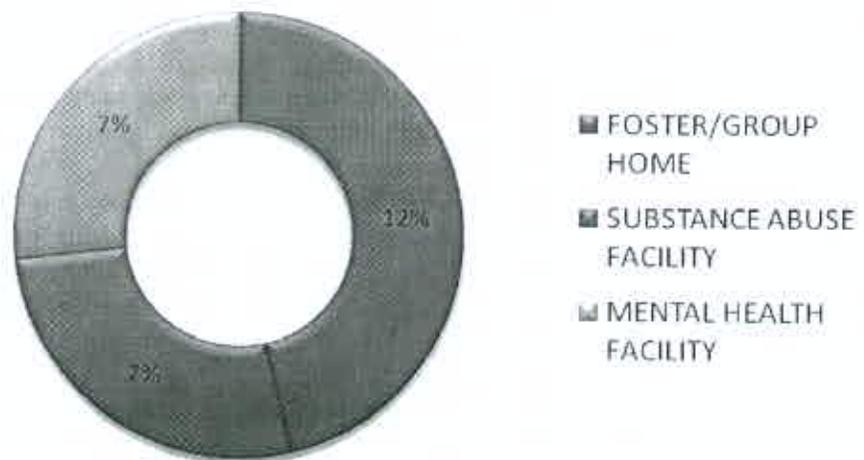
Correctional facilities currently release prisoners to the street. This practice contributes to a high rate of recidivism combined with a higher tendency of drug and alcohol addictions that result from inadequate case management, proper facilities, and housing. With over 40,000 inmates cycling through the Fresno County jail system^{li} and with 14 State prisons^{lii} in the Central Valley, policies and procedures must change for the benefit of those released, the safety of our citizens, and the cost to our tax payers. Figure 10 demonstrates that 41 percent of our homeless population has been incarcerated at one point or another.

Figure 10: FMCoC Street Survey Incarceration



Limitations in our current foster care system result in youth, who are often unprepared for independent living and at risk of becoming chronically homeless, being discharged without the proper resources to make it on their own. In the Continuum of Care Survey, it was reported that 1 percent of Fresno County's homeless were youth and of the homeless survey participants 12 percent had lived in foster care services previously.

Figure 11: FMCoC Street Survey; Have you lived in the following?



Discharging individuals on to the street is neither humane nor cost effective to society and, ultimately, the tax payer assumes the cost of an insufficient under-resourced system.

Goal: Close the revolving door of chronic homelessness through continuous managed services prior to discharge from public programs.

Strategy: Advocate for a State plan which defines and regulates minimum requirements for institutional discharge.

Strategy: Reduce homeless-related discharges from hospitals.

Strategy: Reduce homeless-related discharges from correctional facilities.

Strategy: Reduce homeless-related discharges from foster care.

Goal: Expand the range of and availability of prevention strategies to close the "front door" on chronic homelessness.

Strategy: Provide one-time foreclosure assistance for low-to-moderate income residents.

Strategy: Strengthen ties with faith-based organizations, shelter providers, and the City and County housing authority to provide outreach programs that are designed to increase housing and economic stability to prevent homelessness.

Strategy: Expand services that support housing stability such as rental assistance legal assistance, and affordable housing placement.

Establishing Collaboration:

Taking a unified local and regional community approach to the crisis of chronic homelessness.

The homeless face a complex network of services without a clear process for receiving services. Necessary services such as housing, medical, food and benefits may be in multiple locations with multiple providers. The unification of this effort and the processing of this data can be achieved through the use of the Homeless Management Information System (HMIS). Many chronic homeless individuals continue to seek the same services without making any progress towards permanent housing. HMIS should be used to provide a continuous history and case management process between different services. HMIS can be used to reduce the amount of duplicate services that are being provided by multiple agencies, and allow organizations to make data driven decisions when streamlining programs for the homeless.

Implementation of a unified HMIS reporting system is beneficial to both provider and the homeless. If used in cooperation with all service providers, it can be

an effective tool in reducing duplication, inefficiencies and resources, while establishing effective system wide case management.

HMIS is a tool that increases the effectiveness of implementing solution based plans, by providing a means for better coordination of case management. For HMIS to be an effective tool, it needs to be a system that is utilized at all levels of service from housing providers and services agencies, to prisons and hospitals. The successful use of this system will provide Fresno County the data necessary to provide appropriate and timely services that are based upon quantifiable and accurate results.

Goal: Improve data collection methods to provide a single point of entry through the Homeless Management Information System (HMIS).

Strategy: Incentivize the use of HMIS to include government, hospitals, housing providers, health departments, substance abuse providers, and correctional facilities.

Strategy: Utilize HMIS to provide a single point of entry for homeless services and case management coordination and link housing resources and availability.

Goal: Identify an agency that will serve as the single point of contact, driving force, and accountable agent for the homeless of Fresno County.

Strategy: Lead Homeless Agency (LHA) to ratify this plan as a guiding policy paper/action plan. This is a living document that is to be continual adapted and updated according to best practices and changing conditions in Fresno County.

Strategy: Increase public awareness and political will to implement strategies and actions to achieve the goals set forth in this plan.

In order for this plan to be successful it needs to have a champion that will manage it and organize a collaboration as we continue our mission to end chronic homelessness in Fresno County. However, for this to happen, it is necessary that the City and County of Fresno collaboratively choose an organization that will serve as the lead agency not only in addressing our current systems, but in addressing the unmet needs, using the "Housing First" model.

This agency or individual will be responsible for coordinating and unifying efforts for effective case management, services and for putting people into housing first. In addition, it will be ultimate responsible for the progress of the ten-year plan to end chronic homelessness.

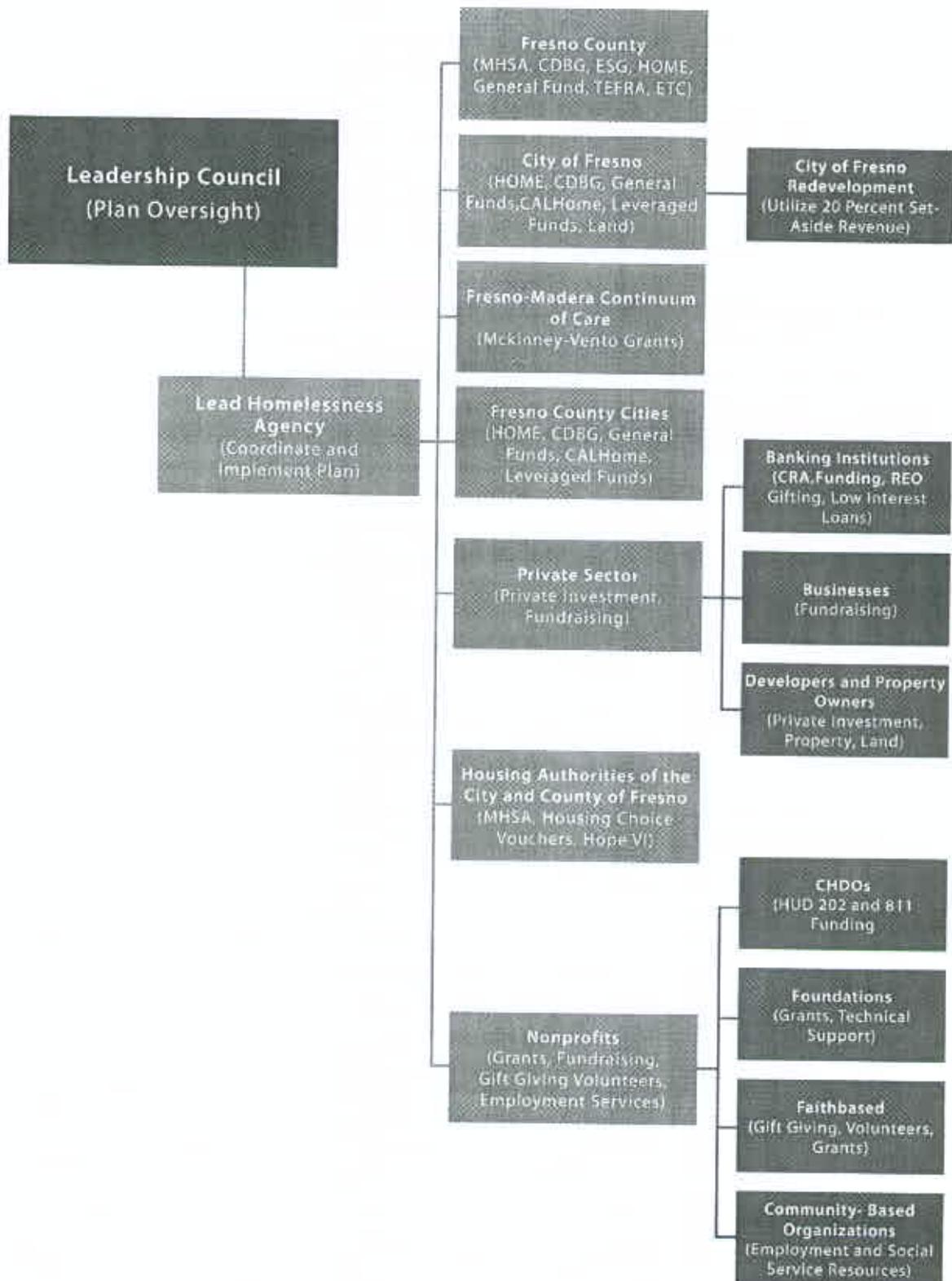
7. IMPLEMENTATION AND MANAGEMENT STRATEGY

The Role of the Plan Implementation / Oversight Committee

Homelessness is a complex community wide problem that cannot be segregated into different programs and layers that all too often provide the same services to the same people without a common vision. The City and County of Fresno's Ten-Year Plan to End Chronic Homelessness defines goals and strategies. The most critical part of this plan is that it is implemented and the City and County take ownership of this process. As a Planning Council, we recommend that the Leadership Council serve as the oversight body that will periodically review and monitor the ten-year plan. The Leadership Council will identify a lead homeless agency that will be responsible for implementing this plan and ensuring that the intended goals, strategies and action steps are achieved. By centralizing the control of homeless programs we can best achieve the goals that this plan sets forth.

Aside from the role of the FMCOC, Fresno is void of an agency that is responsible for the coordination of both housing and necessary wrap-around supportive services needed to successfully maintain a pool of housing for the chronically homeless population. Several organizational leaders have presented scenarios of how our community can improve its effort to coordinate "housing first", permanent supportive housing strategies. Based on those discussions with numerous elected officials, community stakeholders and department heads the following is a detailed graph that illustrates a potential model for coordination.

Figure 12: Example of Implementation Structure



Role of the Leadership Council

- Provide oversight of the ten-year plan.
- Review, monitor and re-adjust goals, strategies, and actions set forth in the plan.
- Communicate results and changes to local jurisdictions.

Role of the County of Fresno

- Establish joint partnership with the City and Fresno Housing Authority
- Provide necessary data and reports to the Housing Authority about housing and supportive service programs
- Encourage current service providers to create new permanent supportive service housing through grants.
- Develop a user friendly resource manual/guide of all county programs and services (mental, medical, housing, social, employment services)
- Develop new and maintain existing mental health/homeless permanent supportive housing through MHSA.

Role of the City of Fresno

- Create new housing units available to the chronically homeless.
- Encourage Community Housing Development Organizations (CHDOs) to develop permanent supportive housing to the chronically homeless individuals.
- Ensure that current and future affordable housing policies include language that addresses the creation of a supply of housing for the chronically homeless.
- Continue to provide comprehensive technical assistance to the County's eight Community Housing Development Organizations in the area, and pair them with developers of existing projects to transfer skills and knowledge.ⁱⁱⁱ

Role of the Lead Homeless Agency

- Manage and track the outcomes of the Ten-Year Plan to End Chronic Homelessness over a ten year period (one staff person funded by HUD).
- Create 20 to 30 units of housing for the chronically homeless per year over a ten-year period.
- Develop a multitude of formal public/private partnerships that result in effective permanent supportive services in Fresno County.
- Develop "Housing First" selection criteria.

Role of the Housing Authority

- Create new housing units available to the chronically homeless.

A key role in implementing this plan is the continuance of a plan implementation team to ensure that the plan continues to develop, establish collaborations, and most importantly, achieves the results that are outlined in this document.

The Leadership Council will have the ultimate authority for the evaluation, reporting, achievements and outcomes of this plan. The Leadership Council must consistently monitor and re-evaluate the goals and strategies of this plan to ensure that they meet the needs of Fresno County.

In order for the Lead Homeless Agency to evaluate the effectiveness of this plan, it is necessary that they have quality data from which to measure the progress towards ending chronic homelessness. It is essential that we strengthen our HMIS reporting system to access accurate and timely data in measuring our successes.

Through effective management and continuous evaluation of the Ten-Year Plan, Fresno City and County will be able to achieve the vision that has been outlined in this document.

8. END NOTES

ⁱ Population was determined using the Fresno Madera Continuum of Care's Point-in-Time Homeless Population and Subpopulations Chart: 1/26/07. Point-in-time counts are utilized by HUD to gather a "snapshot" of homeless populations and subpopulations within a jurisdiction.

ⁱⁱ California Prison Growth, introduction http://www.cjcj.org/cpp/ccf_growth.php (August 25, 2008).

ⁱⁱⁱ Populations have increased utilizing either the HUD 1 to 2 percent general population rule, or by utilizing point-in-time surveys as conducted by the FMCoC.

^{iv} The number of chronic homeless was determined using the FMCoC's Point-in-Time Homeless Population and Subpopulation Chart conducted on January 26, 2007. Although the Planning Council felt that 941 was too small of a number to accurately reflect the chronic homeless population of Fresno County, it was decided to use the point-in-time survey as it is utilized on HUD funding applications. The council co-chairs agreed to use 941 as a baseline number. The council recommended conducting a new point-in-time survey on an annual basis to ensure that this plan remains current. For the housing goal, the total number of chronic homeless will be reevaluated on an annual basis to ensure that the correct number is represented.

^v 40 percent was identified by the FMCoC as the goal for employment over ten years in the 2007 Exhibit 1.

^{vi} Collaborative Initiative to Help End Chronic Homelessness, Satellite Broadcast, www.hud.gov/offices/cpd/homeless/apply/2002nofa/joint-nofa.ppt (February 19, 2003).

^{vii} Fresno Madera Continuum of Care: Ten-Year Plan to End Homelessness 2006-2016, (8)

^{viii} IBID.

^{ix} Mendoza, C.T., Hamilton K., Hines S, Eley D. Baseline Data Committee Report. County/City of Fresno, 10 Year Plan to End Chronic Homelessness Council, April 29, 2008.

^x American Planning Association. Policy Guide on Homelessness, March 30, 2003. Denver, Colorado. <http://www.planning.org/affordablereader/policyguides/homelessness.htm>.

^{xi} The Chronicle of Philanthropy, Katrina's Aftermath Requires Bold Action, October 27, 2005.

- xii Housing and Homelessness, National Alliance to End Homeless, 1987.
Homelessness: Programs and the People They Serve. Findings of the National Survey of Homeless Assistance Providers and Clients. Highlights. Interagency Council on the Homeless, December, 1999.
- xiii Jeff St. John Fresno Bee, February 29, 2008 "Unemployment rates in Valley rise," Fresno Bee [Fresno, California], February 29, 2008.
- xiv IBID.
- xv Fresno Madera Continuum of Care 2007 Point in Time Homeless Street Count Narrative Information.
- xvi IBID.
- xvii Fresno County Quick Facts from the US Census Bureau, <http://quickfacts.census.gov/qfd/states/06/06019.htm>.
- xviii Fresno Madera Continuum of Care 2007 Point in Time Homeless Street Count Narrative Information.
- xix IBID
- xx Fresno County Quick Facts from the US Census Bureau, <http://quickfacts.census.gov/qfd/states/06/06019.htm>.
- xxi Culhane, D.P, Metraux S., & Hadley, T. (2001). The New York/New York Agreement Cost Study: The Impact of Supportive Housing on Services use for Homeless Mentally Ill Individuals. New York: Corporation for Supportive Housing.
- xxii Better homes fund (1999). Supportive housing and its impact on the public health crisis of homelessness. New York: Corporation for Supportive Housing.
- xxiv The National Alliance to End Homelessness: Homeless Counts, www.endhomelessness.org/content/article/detail/1440
- xxv Governor's Ten Year Chronic Homelessness Action Plan, State of California
- xxvi News of the Interagency Council on Homelessness
<http://www.ich.gov/2005.html>, 2005
- xxvii Development of California's Ten Year Chronic Homelessness Action Plan, http://www.homebaseccc.org/pages/Hot_Topics/ca10yearplan.html, 4/19/07
- xxviii Governor's Ten Year Chronic Homelessness Action Plan, State of California

xxviii <http://www.thecontinuumofcare.org/default.asp?page=home>

xxix National Alliance to End Homelessness: <http://www.endhomelessness.org/section/tools/housingfirst>

xxx www.beyondshelter.org/aaa_initiative/ending_homelessness

xxxi (Office of Policy Development and Research, U.S. Department of Housing and Urban Development, Evaluation of the Emergency Shelter Grants Program, Volume 1: Findings September 1994, p 91.)

xxxii National Alliance to End Homelessness, <http://www.endhomelessness.org/section/tools/housingfirst>.

xxxiii Research Reports on Homelessness in America: A New Vision: What is in Community Plans to End Chronic Homelessness? November 2006. National Alliance to End Chronic Homelessness.

xxxiv IBID.

xxxv IBID

xxxvi IBID

xxxvii U.S. Interagency Council on Homelessness.

xxxviii 2007-2008 Fresno County Grand Jury Report, Final Report #2.

xxxix IBID.

xl IBID.

xli IBID.

xlii IBID.

xliii Fresno County Mental Health Services, 2006 AB2034 Report.

xliv Kern County Ten-year plan to end Chronic Homelessness.

xlv 941 should be used as a baseline number; this figure should be updated based upon new point-in-time surveys or other methodologies for enumerating the homeless populations and subpopulations.

xlvi Buchanan, David, MD "Respite Care for Homeless People Reduces Future Hospitalizations" Journal of General Internal Medicine, April 2003, Vol 18(S1), p203).

xlvi Sacramento County and Cities Board on Homeless Program Fact Sheet, <http://dhaweb.saccounty.net/Homeless/SC&CBoH.htm> (December 6, 2005).

xlvii Collaborative Initiative to Help End Chronic Homelessness, www.calendow.org

xlviii National Alliance to End Homelessness, www.endhomelessness.org.

i IBID

ii Conversation with Bart Bohn, Fresno County Administrative Officer

iii California Prison Growth, introduction http://www.cjcj.org/cpp/ccf_growth.php (August 25, 2008).

iiii Affordable Housing Imperative, November 2007 Allysun Williams, Office of Community and Economic Development, California State University of Fresno.

9. APPENDICES

Glossary of Terms

Affordable Housing - Housing with rent that is affordable to households of low and moderate income, which are households within the lowest 80% of the area median income for the region, as determined by the Department of Housing and Urban Development. Affordable in this context means annual housing costs do not exceed 30% of gross annual household income.

At-risk of Homelessness - Potential households considered at-risk of homelessness are: households paying more than 50% of their income for rent; households doubling up with others or "couch surfing" (temporarily staying with friends); and living in single room occupancy hotels represent a conservative definition of those at risk of homelessness.

Case Management - The process by which all matters of a homeless individual's needs are assessed and managed by a social worker or case manager. Case managers coordinate designated components of health care, employment readiness, public benefits, and housing placement. Case management is intended to ensure continuity of services and accessibility to overcome rigidity, fragmented services, and the misutilization of facilities and resources. It also attempts to match the appropriate intensity of services with the individual's needs over time.

Chronically Homeless - An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more or has had at least four (4) episodes of homelessness in the past three (3) years.

Continuum of Care - A comprehensive and coordinated housing and service delivery system. This approach helps communities plan for and provide a balance of emergency, transitional, and permanent housing and service resources to address the needs of homeless persons so they can make the critical transition from the streets to jobs and independent living.

Co-occurring Disorders - Typically refers to homeless individuals with the occurrence of mental and substance use disorders.

Discharge Planning - The process of coordinating and evaluating an individual's needs in order to arrange for appropriate care following discharge from a hospital or other institutional care setting.

Dually Diagnosed - Individuals who are substantially limited in one or more major life activity by mental illness and alcohol or drug addiction. Persons with other diagnoses qualify under multiple diagnoses.

Elderly Homeless - An elderly homeless individual is 62 years old or older.

Emancipated Foster Youth - Young adults who have reached majority age (18 years) were in the foster care system and who now have no other home.

Emergency Shelter - Free temporary shelter provided as an alternative to residing in a place not meant for human habitation and typically is limited to 90 days.

Extremely Low-Income Households - Households who have incomes that are 30% or less of the area median income.

Family - Defined as any of the following: Minor parents with child(ren); one or more adults with legal custody of minor child(ren); a couple in which one person is pregnant; grandparents or others who are legal guardians with child(ren) present; multi-generational families with grandparents, parents (adult child) and minor child(ren).

Homeless Management Information System (HMIS) - Refers to a computerized system that will allow agencies to track service usage over time. The usage data collected will help LAHSA plan for future services and programs. The system is presently under implementation.

Homeless - A person is considered homeless only when he/she resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, on the street; in an emergency shelter; in transitional or supportive housing for homeless persons who originally came from the streets or emergency shelters; in any of the above places but is spending a short time (up to 30 consecutive days) in a hospital or other institution; is being evicted within a week from a private dwelling unit and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing; is being discharged within a week from an institution, such as a mental health or substance abuse treatment facility or a jail/prison, in which the person has been a resident for more than 30 consecutive days and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing; is fleeing a domestic violence housing situation and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.

McKinney-Vento Act - The primary federal legislation that funds housing and services specifically for homeless individuals and families and is administered by various federal departments.

Mentally Ill Individual - An individual substantially limited in one or more major life activities by mental illness based on confirmed clinical diagnosis, or initially by referral or staff assessment and later confirmed by clinical diagnosis.

Mental Health Court - Mental health courts have been created by locally, often adapting the model of drug courts, to obtain mental health treatment for persons with mental illness accused of crimes. Currently, some mental health courts

involve using the authority of the court to impose treatment compliance as a condition of release. Failure to comply may result in sanctions being imposed, up to and including incarceration.

NIMBY - Is an acronym that stands for Not In My Back Yard and describes someone or a group of people who object to siting something in their own neighborhood but do not object to it being sited elsewhere.

Permanent Housing - Housing that is not time-limited and is intended to be a home for as long as a person chooses to live there and continues to be eligible if the unit is subsidized.

Permanent Supportive Housing - Housing that is not time-limited and is linked to support services such as mental health, case management, employment assistance and other services to enable residents to maintain self-sufficiency.

Proposition 46 - The Housing and Emergency Shelter Trust Fund Act of 2002, is a \$2.1 billion dollar bond measure that was passed by the voters in California in November 2002. The bond provides millions of dollars to help fund the construction, rehabilitation and preservation of affordable rental housing, emergency shelters and homeless facilities, as well as funds that can be used to provide downpayment assistance to low and moderate-income first-time homebuyers.

Recidivism - Return or relapse to a type of behavior, such as substance abuse or returning to incarceration.

Section 8 - A federal housing subsidy program that is administered locally by housing authorities. The subsidy program is both tenant and project-based. The Section 8 voucher program provides assistance in order for the voucher recipient to pay no more than 30% of their gross monthly income on rent in a unit that complies with the rent guidelines. Housing authorities may spend a portion of their Section 8 certificate program funds to specific housing projects and thus subsidizing the unit.

Service Enriched Housing - Rental housing in the community at-large, in which "services coordination" is available, to help all residents attain improved social and/or economic well-being.

Street Outreach - Services delivered directly to homeless individuals residing in places not meant for human habitation in order to connect the individuals to existing service providers.

Substance Abuse Individual - An individual who has acknowledged addiction problems related to alcohol and drug use and who seek services or housing to support their sobriety.

Supportive Housing - Housing that is coupled with supportive services in order to assist individuals and families maintain financial and personal stability and self-sufficiency, to prevent homelessness.

Supportive Services - Services provided directly to homeless individuals and/or families intended to assist homeless individuals and/or families in attaining or maintaining residential, financial and personal stability and self-sufficiency.

Transitional Housing - Housing that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within usually 24 months.

Universal Design - the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. The intent of universal design is to simplify life for everyone by making products, communications, and the built environment more usable by as many people as possible at little or no extra cost. Universal design benefits people of all ages and abilities -The Center for Universal Design (www.design.ncsu.edu <<http://www.design.ncsu.edu>>)

EXHIBIT "B"
Scope of Work

The City shall:

1. As a convenience only to the Nonprofit, and without acting as fiscal agent, officer, accountant or the like, for the Nonprofit, open and maintain custodial special fund account(s) in the name of the Nonprofit, solely in pursuit of this MOU, such funds held in trust for the Nonprofit. Without limitation, the Nonprofit, not the City, shall be recipient/donee/beneficiary of all special revenue funds. The City shall not be obligated to, and shall not prepare any tax returns, reports or accountings other than normal course statements of special revenue fund balance(s). The City shall have no obligation as to or involvement in donor/donee agreements, confirmations, substantiations, tax deductive effect statements/representations, or the like.
2. As a convenience to the nonprofit, consistent with constitutional and local law requirements and policies, the City in its sole discretion and solely in pursuit of this MOU, may make available on a communitiy partner's/comparable page on a City website, an executable link to the Nonprofit's homepage, and facilitate/receive online third party donations to the Nonprofit's special revenue fund to the extent such may be accomplished in the City's normal course. Provided that nothing herein constitutes any endorsement or sponsorship of the Nonprofit or its views, statements, corporate mission, or activities. City may include a disclaimer to such effect proximal to the link.
3. Where applicable, and consistent with the City's needs and the public interest, the City in its sole discretion may permit its employee(s) to provide in-kind services to the Nonprofit, in consideration of the Nonprofit's performance hereunder, as follows:
 - i) City's Homeless Coordinator, not to exceed [] hours/week;
 - ii) [] (*insert as applicable*)
4. Reasonably cooperate and participate with the Nonprofit in pursuit of the Homelessness Plan.

The Nonprofit shall act in furtherance of the Homelessness Plan, including without limitation the following:

- i) Monitor, manage and implement the Homelessness Plan, cooperate with the City in this regard, provide period reports on performance measures when and as requested/directed by the City.
- ii) Comply with all corporate governance requirements, maintain active and good standing as a nonprofit, and reasonably pursue

and maintain federal and state tax exempt determination within the first [18] months of this MOU.

lii) [] (*insert additional as applicable/desired*)

EXHIBIT "C"

Insurance Requirements

Minimum Scope of Insurance

Coverage shall be at least as broad as:

1. The most current version of Insurance Services Office (ISO) Commercial General Liability Coverage Form CG 00 01, which shall include insurance for "bodily injury," "property damage" and "personal and advertising injury" with coverage for premises and operations, products and completed operations, and contractual liability.
2. The most current version of Insurance Service Office (ISO) Business Auto Coverage Form CA 00 01, which shall include coverage for all owned, hired, and non-owned automobiles or other licensed vehicles (Code 1- Any Auto).
3. Workers' Compensation insurance as required by the California Labor Code and Employer's Liability Insurance.
4. Professional Liability (Errors and Omissions) insurance appropriate to NONPROFIT'S profession. Architect's and engineer's coverage is to be endorsed to include contractual liability.

Minimum Limits of Insurance

NONPROFIT shall maintain limits of liability of not less than:

1. General Liability:

\$1,000,000 per occurrence for bodily injury and property damage
\$1,000,000 per occurrence for personal and advertising injury
\$2,000,000 aggregate for products and completed operations
\$2,000,000 general aggregate applying separately to the work performed under the Agreement

2. Automobile Liability:

\$1,000,000 per accident for bodily injury and property damage

3. Employer's Liability:

\$1,000,000 each accident for bodily injury

\$1,000,000 disease each employee
\$1,000,000 disease policy limit

4. Professional Liability (Errors and Omissions)

\$1,000,000 per claim/occurrence
\$2,000,000 policy aggregate

Umbrella or Excess Insurance

In the event NONPROFIT purchases an Umbrella or Excess insurance policy (ies) to meet the "Minimum Limits of Insurance," this insurance policy (ies) shall "follow form" and afford no less coverage than the primary insurance policy (ies).

Deductibles and Self-Insured Retentions

NONPROFIT shall be responsible for payment of any deductibles contained in any insurance policies required hereunder and NONPROFIT shall also be responsible for payment of any self-insured retentions. Any deductibles or self-insured retentions must be declared to, and approved by, the CITY'S Risk Manager or his/her designee. At the option of the CITY'S Risk Manager or his/her designee, either (i) the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects CITY, its officers, officials, employees, agents and volunteers; or (ii) NONPROFIT shall provide a financial guarantee, satisfactory to CITY'S Risk Manager or his/her designee, guaranteeing payment of losses and related investigations, claim administration and defense expenses. At no time shall CITY be responsible for the payment of any deductibles or self-insured retentions.

Other Insurance Provisions

The General Liability and Automobile Liability insurance policies are to contain, or be endorsed to contain, the following provisions:

1. CITY, its officers, officials, employees, agents and volunteers are to be covered as additional insureds.
2. The coverage shall contain no special limitations on the scope of protection afforded to CITY, its officers, officials, employees, agents and volunteers.
3. NONPROFIT'S insurance coverage shall be primary and no contribution shall be required of CITY.

The Workers' Compensation insurance policy is to contain, or be endorsed to contain, the following provision: NONPROFIT and its insurer shall waive any

right of subrogation against CITY, its officers, officials, employees, agents and volunteers.

If the Professional Liability (Errors and Omissions) insurance policy is written on a claims-made form:

1. The "Retro Date" must be shown, and must be before the effective date of the Agreement or the commencement of work by NONPROFIT.
2. Insurance must be maintained and evidence of insurance must be provided for at least 5 years after any expiration or termination of the Agreement or, in the alternative, the policy shall be endorsed to provide not less than a 5-year discovery period. This requirement shall survive expiration or termination of the Agreement.
3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a "Retro Date" prior to the effective date of the Agreement, NONPROFIT must purchase "extended reporting" coverage for a minimum of 5 years following the expiration or termination of the Agreement.
4. A copy of the claims reporting requirements must be submitted to CITY for review.
5. These requirements shall survive expiration or termination of the Agreement.

All policies of insurance required hereunder shall be endorsed to provide that the coverage shall not be cancelled, non-renewed, reduced in coverage or in limits except after 30 calendar day written notice by certified mail, return receipt requested, has been given to CITY. Upon issuance by the insurer, broker, or agent of a notice of cancellation, non-renewal, or reduction in coverage or in limits, NONPROFIT shall furnish CITY with a new certificate and applicable endorsements for such policy (ies). In the event any policy is due to expire during the work to be performed for CITY, NONPROFIT shall provide a new certificate, and applicable endorsements, evidencing renewal of such policy not less than 15 calendar days prior to the expiration date of the expiring policy.

Acceptability of Insurers

All policies of insurance required hereunder shall be placed with an insurance company(ies) admitted by the California Insurance Commissioner to do business in the State of California and rated not less than "A-VII" in Best's Insurance Rating Guide, or authorized by CITY'S Risk Manager.

Verification of Coverage

NONPROFIT shall furnish CITY with all certificate(s) and **applicable endorsements** effecting coverage required hereunder. All certificates and **applicable endorsements** are to be received and approved by the CITY'S Risk Manager or his/her designee prior to CITY'S execution of the Agreement and before work commences.

AGENDA ITEM NO. 9:30am B
COUNCIL MEETING June 3, 2010
APPROVED BY _____

DEPARTMENT DIRECTOR _____

CITY MANAGER *Mark Scott*

June 3, 2010

FROM: MARK SCOTT, City Manager

BY: GREGORY A. BARFIELD, Homeless Prevention & Policy Manager
Development and Resource Management

SUBJECT: APPROVE ACTIONS RELATING TO FRESNO FIRST STEPS HOME – City Manager's Office

A. AMEND THE ARTICLES OF INCORPORATION, INCLUDING NAME CHANGE AND STATED PURPOSE, OF THE CITY SPONSORED NOT FOR PROFIT, FRESNO DEVELOPMENT COLLABORATIVE, AS APPROVED ON JUNE 26, 2007, TO FRESNO FIRST STEPS HOME, TO PROVIDE ASSISTANCE TO ENDING THE CYCLE OF HOMELESSNESS IN FRESNO

B. AUTHORIZE THE CITY MANAGER TO ENTER INTO A MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF FRESNO AND FRESNO FIRST STEPS HOME TO PROVIDE IN-KIND SERVICES, INCLUDING MINIMAL ADMINISTRATIVE SUPPORT AND FINANCIAL SERVICES, IN CONJUNCTION WITH THE CITY OF FRESNO'S EFFORTS TO IMPLEMENT THE "10 YEAR PLAN TO END HOMELESSNESS"

RECOMMENDATION

Staff recommends the Fresno City Council approve the proposed actions to amend the Articles of Incorporation of the City-sponsored not-for-profit, Fresno Development Collaborative, which was initially approved by the City Council on June 26, 2007, to Fresno First Steps Home. The purpose statement will be amended to allow for functions that provide assistance to end the cycle of homelessness in the Fresno community. Council approval of this item will also authorize the City Manager to enter in to a Memorandum of Understanding (MOU) with Fresno First Steps Home for certain in-kind and administrative services.

EXECUTIVE SUMMARY

The Mayor and staff from the City Manager's Office have been working with key stakeholders to provide a way for the general public to support the City of Fresno's efforts to prevent and end homelessness in the Fresno community, and to pursue outside private dollars to build on the success of the publicly funded H Street Tent City Housing pilot project and the use of one time Homeless Prevention and Rapid Re-Housing (HPRP) funds provided through the American Recovery and Reinvestment Act (ARRA).

Staff explored creation of a non-profit agency to meet these goals, using the example of a proven public-private model, Denver's Road Home. Through research, staff discovered that in June 2007, the City's Housing and Community Development Division created a City-sponsored not-for-profit corporation called the Fresno Development Collaborative (FDC). City Council formally approved its formation in public session of the Council. All of the paperwork for Fresno Development Collaborative was filed with the Secretary of State, however, a board was never seated and non-profit operations were never initiated.

Presented to City Council

Date: 6/3/10

*approved as
amended to add
ref from Encl Dist 3 to
Bd of Directors*

REPORT TO THE CITY COUNCIL

Approval of Documents, Fresno First Steps Home

June 3, 2010

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City Council approval of the attached documents will allow for the name change of FDC to Fresno First Steps Home, and will amend the purpose statement to allow for providing assistance to ending the cycle of homelessness in the Fresno community. Once convened, the non-profit board will initiate the legal actions necessary for non-profit operations, including submittal of all necessary documents to the Secretary of State to reflect the new changes to Fresno First Steps Home. The Board of Directors, when seated, will also be asked to approve the attached MOU. These actions will allow the new Fresno First Steps home to begin formal operations.

BACKGROUND

The City of Fresno and the County of Fresno adopted a "10 Year Plan to End Homelessness" (10 Year Plan) in September 2008. The 10 Year Plan calls for public and private investments to address homelessness in the community. Since the adoption of the plan, public funding at almost every level has decreased due to the economic downturn. The exception to that has been the HPRP funding, which is a part of ARRA. New funding beyond HPRP has been limited, and the HPRP funds alone are not able to cover the full demand of the community's needs. This has been a successful program, with over 395 individuals receiving assistance to-date. The success is due, in part, to a clearly defined, individualized process that includes:

- A face-to-face eligibility intake meeting;
- Use of a single intake application, allowing all service providers to have the same information;
- Individual reassessment every three months for continual support;
- All recipients tracked in the Homeless Management Information System (HMIS) for consistent assessment;
- Up to 19 months of rental and utility assistance with case management, for rapid housing ability and long-term stability.

The initial HPRP funding was expected to last 36 months. However, the program has been so successful that funding will last only 27 months, and existing HPRP funding will be exhausted in late 2010.

In working with key stakeholders and City staff, the Mayor is looking to harness the desire of those in the community who want to help be a part of the solution to preventing and ending homelessness, but don't know the best way to help solve the problem. Through the establishment of Fresno First Steps Home, additional public awareness will occur to increase private donations to offset the loss of HPRP funds, and then channel those funds into efforts to further the 10 Year Plan efforts.

The Mayor announced the formation of Fresno First Steps Home at the State of the City speech on May 27, 2010. The intent of the Mayor and City Manager is to create an entity separate and distinct from the City so that donations can be collected and used expeditiously. The goal of Fresno First Steps Home is to raise \$1 million annually, which will be re-granted to efforts that further the goals of the 10 Year Plan.

The Mayor and City Manager foresee the City being a central point for the non-profit until it is fully operational. Certain laws govern the ability of government agencies to provide services to non-profit agencies, and therefore, a formal MOU is needed to be legally compliant. The MOU spells out the relationship between the City of Fresno and Fresno First Steps Home. Obligations of the City under the MOU are to accept donations on the non-profit's behalf and forward those donations to the non-profit's bank account, once it is established, and to provide space on the City's website for information about Fresno First Steps Home. Additionally, the MOU will provide the non-profit with staff assistance from the City's Homeless Prevention Coordinator.

The Board of Fresno First Steps Home will be comprised primarily of private and non-profit sector individuals who have the ability to further the mission of the non-profit.

REPORT TO THE CITY COUNCIL

Approval of Documents, Fresno First Steps Home

June 3, 2010

Page 3

Founding Board Members who have already committed to serving the non-profit are the Mayor, the City Manager, the Chairperson of the 10 Year Plan, the Chief Executive Officer of the United Way, the Sr. Vice President/Area Manager of Kaiser Permanente, the Chief Executive Officer of St. Agnes Hospital, and the Chief Executive Officer of Community Hospitals.

FISCAL IMPACT

Fresno First Steps Home will raise funds which will help replace the City's ARRA funding for homeless rapid re-housing once that funding source is depleted. No City funds have been used to create the initial marketing materials or cover start-up costs for Fresno First Steps Home. If the requested actions are approved by Council, there will be no net fiscal impact to the City of Fresno. Some City administrative staff time will be used to forward donations to Fresno First Steps Home. Initial funding commitments from certain agencies have already yielded \$85,000 for Fresno First Steps Home.

Attachments:

- A – Certificate of Amendment of Articles of Incorporation
- B – FDC Articles of Incorporation, approved by City Council June 26, 2007
- C – Memorandum of Understanding between the City of Fresno and Fresno First Steps Home
- D – Fresno First Steps Home brochure

DRAFT

[CERTIFICATE OF] AMENDMENT OF
ARTICLES OF INCORPORATION

The undersigned certify that:

1. They are the president and the secretary, respectively, of FRESNO DEVELOPMENT COLLABORATIVE, a California corporation.

2. Article I of the Articles of Incorporation of this corporation is amended to read as follows:

"The name of this Corporation is: Fresno First Steps Home."

3. Article II B of the Articles of Incorporation of this corporation is amended to read as follows:

"B. The specific purpose of this corporation is to provide assistance to ending the cycle of homelessness in our community."

4. Article III of the Articles of Incorporation of this corporation is amended to delete "Jon Ruiz" as the Corporation's agent for service of process.

5. Article V of the Articles of Incorporation of this corporation is amended to read as follows:

"The property of this Corporation is irrevocably dedicated to public and charitable purposes and no part of the net income or assets of this Corporation shall ever

DRAFT

inure to the benefit of any director, officer, or member thereof or to the benefit of any private person. Upon the dissolution or winding up of the Corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this Corporation shall be distributed to a homeless services provider organization, agency, foundation or other related corporation which is organized and operated exclusively for a public and charitable purpose related to homeless services and which has established its tax exempt status under Section 501 (c) (3), Internal Revenue Code."

6. The foregoing amendment of Articles of Incorporation has been duly approved by the board of directors.

7. The corporation has no members.

We further declare under penalty of perjury under the laws of the State of California that the matters set forth in this certificate are true and correct of our own knowledge.

DATE: [] 2010

Name – President

Name – Secretary

State of California
Secretary of State



I, DEBRA BOWEN, Secretary of State of the State of California, hereby certify:

That the attached transcript of 2 page(s) has been compared with the record on file in this office, of which it purports to be a copy, and that it is full, true and correct.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of

DEC 07 2007

Debra Bowen

DEBRA BOWEN
Secretary of State

ARTICLES OF INCORPORATION

ENDORSED - FILED
in the office of the Secretary of State
of the State of California

DEC 07 2007

ARTICLE I

The name of this Corporation is: Fresno Development Collaborative

ARTICLE II

- A. This Corporation is a nonprofit Public Benefit Corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes.
- B. The specific purpose of this corporation is to produce affordable housing, support economic development, and support land planning activities.

ARTICLE III

The name and address in the State of California of this Corporation's initial agent for service of process is:

Jon Ruiz
Office of the City Manager
2600 Fresno Street
Fresno, CA 93721

ARTICLE IV

- A. This Corporation is organized and operated exclusively for public benefit and charitable purposes within the meaning of Section 501(c)(3), Internal Revenue Code.
- B. No substantial part of the activities of this Corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

ARTICLE V

The property of this Corporation is irrevocably dedicated to public and charitable purposes and no part of the net income or assets of this Corporation shall ever inure to the benefit of any director, officer, or member thereof or to the benefit of any private person. Upon the dissolution or winding up of the Corporation, its assets remaining after payment, or provision for payment, of all debts and

liabilities of this Corporation shall be distributed to a nonprofit housing, economic development, or land planning organization, agency, foundation or other related corporation which is organized and operated exclusively for a public and charitable benefit purpose related to affordable housing, economic development, or land planning and which has established its tax exempt status under Section 501(c)(3), Internal Revenue Code.



Jon Ruiz, Assistant City Manager, City of Fresno, Incorporator

