

As a condition of HHAP-4 funding, applicants must indicate which of the following best practices are implemented or plan to be implemented.

If a specified best practice is not within your authority, or you are otherwise limited in implementing a specific best practice, specify that limitation.

- 1. Enter into regional Memoranda of Understanding (MOUs) with detailed commitments that focus on coordinating and integrating interim and permanent housing resources (both capital and rental subsidies), supportive services, and outreach and engagement strategies.**
 - a. My jurisdiction will implement this best practice
 - b. The Multi-Agency Response to Community Homelessness (MARCH), a regional collective impact initiative comprised of representatives from the County of Fresno, City of Fresno, County of Madera, Fresno-Madera Continuum of Care (FMCoC), and other community stakeholders, intends to develop an MOU to coordinate local resources to ensure a strategic response to homelessness. MARCH acknowledges that local jurisdictions will maintain control of their allocated funding, but aims to both foster better coordination between new and existing services and adopt shared homelessness priorities through an open forum for dialog between all local partners. Coordination between the County of Fresno, County of Madera, City of Fresno, FMCoC, Fresno Housing Authority (FH), and Fresno County Superintendent of Schools (FCSS) is integral to the development of prevention strategies, maintaining the most effective continuum of services for individuals experiencing homelessness, and being well-positioned to receive additional public funding and attract private funding. The County of Fresno has formally committed to supporting the structure of the MARCH collective impact initiative, and similar actions will be taken by the Fresno City Council, FH, FMCoC, and the FCSS to support the regional homelessness priorities and MARCH structure.
- 2. Streamline Coordinated Entry System processes to ensure that housing resources are being effectively matched to people based on need so that the right housing interventions are being targeted to the right people at the right time.**
 - a. My jurisdiction has implemented this best practice
 - b. The CoC's Coordinated Entry System has implemented a systemwide prioritization process using the VI-SPDAT (Vulnerability Index – Service Prioritization Decision Assistance Tool) to connect the most vulnerable households to appropriate housing interventions. Additionally, the CoC is developing a revised CES prioritization tool with race/ethnicity, gender identity, medical and other vulnerabilities in mind to better serve those most acutely affected by homelessness and address the inherent racial bias found in the VI-SPDAT.
- 3. Utilize available land slated for supportive housing development for interim housing solutions during the entitlement process, where feasible.**
 - a. My jurisdiction has NOT implemented this best practice and does NOT have current plans to implement this best practice.
 - b. The County of Fresno Board of Supervisors approved an amendment to its zoning ordinance in 2022 that would allow for multifamily developments to include supportive housing as a by-right use, creating conditions for supportive housing developments to be used for interim housing during the entitlement process. However, the County of

Fresno has only limited capacity to implement this best practice. The City of Fresno, one of the other regional recipients of HHAP funding, has utilized 4 properties that will be converted to permanent supportive housing to provide interim low-barrier emergency housing for individuals experiencing homelessness. Additionally, the City plans to make land available for several tiny home developments throughout its jurisdiction.

- 4. Streamline multifamily affordable housing development, specifically housing Extremely Low and Very Low-Income housing, and further efforts to remove local barriers to development and accelerate the implementation of state laws that provide for streamlined approval of affordable housing.**
 - a. My jurisdiction has implemented this best practice.
 - b. Development of affordable housing is not within the County of Fresno Department of Social Services' scope of authority. However, recent amendments to the County of Fresno's zoning ordinance updated regulations to expand areas where farmworker housing may be permitted and modified the ordinance to increase compliance with state law regarding reasonable accommodations and density bonus. Prior to these actions in 2022, the County Board of Supervisors adopted an amendment in 2020 to increase the density for multifamily residential districts to 20 dwelling units/acre and relax restrictions for multifamily development in certain commercial districts.
 - c. Additionally, the City of Fresno applied for Pro-housing Designation on November 30, 2022, which provides financial incentives to cities and counties that increase their housing development capacity, promote equitable communities, and collaborate effectively to meet shared goals. The benefits of a Pro-housing designation are that local governments can receive advantages when applying for funding programs (i.e., priority processing and/or extra points). The application itself includes a list of existing and proposed policies that are considered Pro-housing because they accelerate housing production timeframes, reduce construction and development costs, provide financial subsidies, and/or have favorable zoning and land use components that support the production of housing. The City is anticipated to receive the Pro-housing Designation by March 30, 2023.
- 5. Develop and strengthen relationships with local Public Housing Authorities (PHA) to increase voucher utilization and success rates, implement strategies to maximize emergency vouchers for households experiencing homelessness or at imminent risk of homelessness; explore prioritization for special populations; work with landlords to increase participation; and pair PHA resources, including vouchers, with services and housing units to create permanent supportive housing opportunities.**
 - a. My jurisdiction has implemented this best practice
 - b. The Housing Authority City of Fresno and Housing Authority County of Fresno are two public housing agencies that have interjurisdictional agreements which allow it to perform as one agency, commonly known as Fresno Housing (FH). FH administers approximately 13,000 Housing Choice Vouchers and manages or owns nearly 80 multi-family housing developments throughout both the City and County of Fresno. FH is also a real estate developer; building 2,100 new multi-family units and renovating 640 units since 2010.

- c. Fresno Housing is the Collaborative Applicant and Lead HMIS Agency for the CoC and an active member of its Board of Directors. Additionally, FH has a close working relationship with the member agencies of the FMCoC. FH has developed a limited preference voucher program similar to a 'moving on' program. This preference targets families/individuals in homeless assistance programs and/or initiatives or special purpose voucher programs, when necessary to prevent homelessness or promote ending homelessness, based on referrals from identified agencies with whom the Housing Authorities partner. The preference programs not only place individuals and families into permanent housing but create greater availability in the community's permanent supportive housing sites.
 - d. The agency advocates strongly on behalf of people experiencing homelessness not only in FMCoC policies, but in agency practices. FH has been the developer and property manager for five housing developments targeting those experiencing homelessness with supportive services on site. FH is currently working with the County of Fresno Department of Behavioral Health to develop housing for those eligible under the No Place Like Home guidelines. In addition, the agency is currently renovating properties purchased under the Homekey initiative.
- 6. Leverage funding sources, including, but not limited to, CalAIM, Housing and Homelessness Incentive Program, Behavioral Health Bridge Housing, Homekey, Mental Health Services Act, Emergency Solutions Grants or other locally funded rental assistance opportunities.**
- a. My jurisdiction has implemented this best practice
 - b. The jurisdiction is already leveraging Homekey, MHSA, and ESG resources in providing services to those experiencing homelessness. Efforts are underway to fully leverage CalAIM and HHIP resources to build upon existing homeless services. Notably, the Fresno Madera CoC has engaged with Anthem Blue Cross and CalViva Health to collaborate on the HHIP Investment Plan, and reviewed the plan prior to the Medi-Cal managed care plan (MCP) submission. CalViva Health and Anthem Blue Cross are committed to collaborating to reduce and prevent homelessness in Fresno and Madera Counties and enhance the connection of Medi-Cal members to housing services. The HHIP County Local Homelessness Plan strategies include: 1) improve data sharing capabilities with Homeless Management Information System (HMIS); 2) integrate with Coordinated Entry System (CES); 3) develop partnerships that address disparities and inequities in housing-related service delivery (i.e. an integrated and robust street medicine model); and 4) bolster ongoing CalAIM Community Supports and Enhanced Care Management (ECM) initiatives to better identify and serve individuals experiencing homelessness.
- 7. Establish cross-system partnerships to enhance person-centered and effective homelessness response system outcomes. Examples include partnerships with local jails and/or sheriff departments, child welfare agencies, and/or institutions of higher education.**
- a. My jurisdiction has implemented this best practice
 - b. The County of Fresno provides housing and supportive services to former foster youth and families through the Department of Social Services' Child Welfare Services system. Notably, leveraging Transitional Housing Program Plus (THP Plus) and Family Unification Program (FUP) resources to provide transitional housing, supportive case management

services, educational guidance, employment counseling and referrals to community services to assist youth in developing self-sufficiency and transition to independent living.

The County of Fresno has also partnered with Fresno City College through its Housing Opportunities Promote Education (HOPE) program to expand homeless services to students, leverage existing funding, and expand the number of homeless young adults assisted to achieve academic success.

In accordance with the Fresno County Probation Juvenile Justice Realignment Plan, the County of Fresno Probation Department utilizes a variety of foster and Short-Term Residential Therapeutic Program (STRTP) placements for youth under supervision to identify a placement that will best address the needs of youth without suitable homes several months before potential release from juvenile detention. The Probation Department intends to seek additional transitional housing services offered in the community, including through partnerships with Fresno Madera CoC member agencies.