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July 1, 2025

Madera Superior Court  
Civil Division

JUL - 1 2025

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**VIA HAND DELIVERY**

Mr. Kenneth Bowman, Foreperson  
Madera County Grand Jury  
200 West 4<sup>th</sup> Street, Suite 4  
Madera, California 93637

Honorable Michael Jurkovich, Presiding Judge  
MADERA COUNTY SUPERIOR COURT  
200 South G Street  
Madera, California 93637

**Re: Response on Behalf of CAPMC to Grand Jury Report  
Regarding Alleged Gaps in Homelessness Crisis**

Dear Mr. Bowman, Judge Jurkovich, and Members of the Grand Jury:

I am legal counsel for the Community Action Partnership of Madera County, Inc. ("CAPMC"). Please consider the following CAPMC's response to Grand Jury report released to the public on May 1, 2025 entitled "Leadership Gaps Amid a Homelessness Crisis."

**A. Overview of the Grand Jury's Findings and CAPMC's Summary Response**

With little or no understanding of the infrastructure in place within the County of Madera to alleviate homelessness and assist the unhoused on both the federal and state level, the Grand Jury publishes a report on homelessness issues in Madera County in which the members of the grand jury make so-called findings that there is an "absence of a unified leadership in Madera County" with regard to homelessness issues with "various departments currently operating independently," engaging in "questionable" and "unethical" spending," and resulting in hundreds of individuals in Madera County remaining unsheltered despite the county having received a claimed \$35 million in grants to address homelessness. As detailed herein, the Grand Jury's

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Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 2

assumptions and findings are simply not true and are certainly not supported by the evidence it purportedly relied on.

Notwithstanding the Grand Jury's flawed assumptions, fundamental misunderstandings, and outright misrepresentations about existing homelessness programs, it recommends the creation of a "centralized leadership role" at the county and the establishment of an "accountable, coordinated Navigator Program Team" to more systematically address homelessness in the county. Had the Grand Jury spent more than a few minutes analyzing the funding for homeless services in Madera County instead of relying on unsupported anecdotes from critics and complaints in a 2023 county employee survey that had absolutely nothing to do with homeless services, it would have learned that:

1. Federal funding for homeless services in Madera County is *already* centralized through CAPMC's HELP Center, which is the *exclusive* Access Center and Coordinated Entry System designated by the federal government through the Fresno Madera Continuum of Care.

2. Madera County has already tapped into that centralized process to effectively coordinate and stretch its homeless services funding. In fact, CAPMC's Executive Director, Mattie Mendez, has been designated the Madera County Homeless Coordinator and Madera County coordinates its funding for homeless services with the federal government, largely through CAPMC and the HELP Center. There are no grant administration gaps.

3. As the Access Center Coordinated Entry System for Madera County, CAPMC's HELP Center does so much more than simply evaluate models from other counties and eliminate redundant efforts. It coordinates services, provides referrals and accountability, and ensures continuity of care with the backing of *all* federal funding available for Madera County and the majority of state funding provided through Madera County. It is *the nationwide model* to effectively address homelessness and is considered "best practices."

The Grand Jury's proposal for a standalone agency is a naïve effort based on rudimentary information proposed by those who apparently have only cursory surface knowledge of the issues facing the unhoused in Madera County (not to mention the rest of the State and country). The reasons there remains hundreds of unhoused in Madera

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ATTORNEYS AT LAW

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 3

County is not because of a lack of coordination or understanding of the problems they face, but because the issues are complicated, and addictions and mental illness are chronic issues with high recidivism. Progress is indeed being made, but significant challenges remain which will *not* be solved by creating yet another agency *based on anecdotal evidence from a few disgruntled county employees or past program participants, none of whom were ever employed by CAPMC.*

The Grand Jury went from naive to potentially defamatory when it claimed on Page 3 of its report that it found “evidence of unethical practices such as large salary increases tied to grant funding ... despite no change in the homeless population.” Notably, the Grand Jury cites no actual evidence of unethical practices or salary increases tied to grant funding, or that the unspecified grant funding in question was designed in some way to facilitate “change in the homeless population.” No evidence at all. Nothing. *These allegations are therefore reckless, irresponsible, inflammatory, and not supported in any way by the cited evidence, which is from a 2023 county employee survey that has zero applicability to CAPMC.*

No Madera County department has a mandate to “publish...creative or innovative solutions to effectively address these complex challenges” as suggested in page 5 of the Grand Jury report. That is left to the Department of Health and Human Services (“DHHS”) who works through Continuum of Care agencies throughout the United States such as the Fresno Madera Continuing of Care (“FMCoC”) and the Access Center Coordinated Entry System, *not to underfunded county departments<sup>1</sup> who have their own pressing concerns and responsibilities to address. And if it has no application to “underfunded county departments,” it certainly has no application to CAPMC as a private non-profit organization.*

The Grand Jury next erroneously claims that the county received more than \$35 million in “homelessness supportive grants” from 2021 through 2024. *This is either a misstatement or an outright fabrication.* Other than the CAPMC-awarded grants and the Rapid Rehousing application, the grants listed in pages 8-9 have no reference to homelessness or housing issues. As detailed herein, the County has expended less than \$4 million over the last 5+ years with specific reference to homelessness, which is a mere

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<sup>1</sup> The Grand Jury fully acknowledges in page 4 of its report that the Madera County Behavior Health Department is “under-resourced.”

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Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 4

11% of the claimed \$35 million. *The Grand Jury can and should do better in their investigations.*

The Grand Jury's various discoveries about "gaps" on page 10 of its report "focus on all county departments (not only homelessness)" and complain of fragmented grant-writing, multiple grant management processes in various departments, etc. The Grand Jury admits these gaps have nothing to do with homeless services in Madera County so why are they referenced? *Because this report is not really about homelessness; its purpose appears to be to take Madera County on issues such as grant writing, grant management and employee dissatisfaction, not because of purported homelessness concerns. And to state the obvious, county employee dissatisfaction has nothing to do with CAPMC, a private non-profit, not a county agency.*

The Grand Jury then attempts on page 10 to correlate "public dissatisfaction" with the county's homelessness response with "mirrored... employee complaints of favoritism, inconsistent evaluations and inadequate training." *Yet more evidence that the true motivation for this report is county employee dissatisfaction. None of these alleged employee complaints are related in any way to any of the homelessness issues raised or to CAPMC.*

Next, page 13 the Grand Jury makes reference to "high staff turnover" based on the 2023 Madera County Employee Survey citing "inefficiencies and frustration as major contributors to employee attrition...." *This has absolutely no connection to CAPMC or any specific reference to homelessness issues, just another conflation of county employee dissatisfaction with homelessness concerns.*

Finally, in Attachment 1, the Grand Jury makes more detailed references to the employee satisfaction survey, even though it has no real connection to homelessness issues or to CAPMC in any meaningful way since it is not a county department. The focus of these employee survey references are the allegations of poor morale among county employees due to inconsistent or late evaluations, frustrations with the county, etc.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 5

**B. CAPMC Provides this Response to the Grand Jury Report Even Though CAPMC's Non-Profit State Means it is Not Subject to the Grand Jury's Jurisdiction**

The general powers and duties of county grand juries (Penal Code, §§ 914-945) are the investigation of county, city, and district affairs Penal Code §§ 925, 925a, 928, 933.1, 933.5. These statutory provisions “grant the grand jury authority to investigate and report on numerous facets of *local government*.... “Although [the grand jury's] powers are broad, they are carefully defined and limited by statute, and the grand jury has no inherent investigatory powers beyond those granted by the Legislature. *Board of Trustees v. Leach*, 258 Cal.App.2d 281, 285 (1968).

For example, civil grand juries in California have absolutely no authority to investigate federal agencies. Penal Code §§ 925, 925a, 928, 933.1, 933.5. Their jurisdiction is strictly limited to *county, city, and joint-power agencies* within California. *Id.* Further, their jurisdiction generally does *not* extend to private non-profit corporations unless those organizations have a direct connection to government operations. California Penal Code Section 933.6; 84 Cal. Op. Att'y Gen. 169 (2001), as confirmed by the FAQs on the court's grand jury website. See <https://courts.ca.gov/courts/jury-service/civil-grand-jury>.

As to this current investigation, the Grand Jury's jurisdiction does not extend to CAPMC or the Madera Rescue Mission as they are both private non-profit corporations. In the case of CAPMC, while it is performing outreach activities and its Executive Director, Mattie Mendez, has been designated as the Madera County Homeless Coordinator, it is not a county department or agency. Further, much of CAPMC's funding as it relates to the provision of services and housing to the unhoused in Madera County pursuant to *federal* grants awarded through the FMCoC, an organization funded by the DHHS through the department of Housing and Urban Development (“HUD”). In fact, the vast majority of the remainder of CAPMC's services are primarily federally funded programs such as Migrant and Head Start, Victim Services, etc. As such, CAPMC is not a Madera County agency or subject to the jurisdiction of the Grand Jury.

Nevertheless, CAPMC has elected to provide this response in a good faith effort to dispel misunderstandings and disconnects with regard to the tremendous collaboration of ongoing work being done in Madera County to combat homelessness in

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 6

an efficient, organized and collaborative way that is fully consistent with the CoC Program and Coordinated Entry System required by law.

**C. CAPMC is the Designated Coordinator of Homeless Services in Madera County as Federal and State Funding, Outreach and Coordination**

**1. Federal Funds for Direct Services to the Homeless Flow Through the Continuum of Care Program**

As noted, the federal government appropriates federal funding through a comprehensive budgeting process, with funding for homeless housing going through HUD. The administration of the homeless housing services program is through the HUD Continuum of Care Program (“CoC Program”), which was designed to coordinate multiple federal programs providing homeless services into a single delivery system designed to promote a community-wide commitment to ending homelessness instead of focusing on only working through state or local government.

This was accomplished through the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), which created and codified the CoC Program by consolidating three primary homeless assistance programs administered by HUD under the McKinney-Vento Homeless Assistance Act into COC Program. In doing so, it made the Continuum of Care *the* planning process to assist homeless persons by providing greater coordination in responding to their needs.

From this the FMCoC was formed and is one of 400 CoC entities across the United States to “carry out the responsibilities under the [HUD] regulations set forth in 24 C.F.R. Section 578, including the oversight of all CoC (HUD) and Emergency Solution Grant (ESG) funding (which amounts to all federal homeless funding) for its designated area of Madera and Fresno Counties.”<sup>2</sup>

The purpose of the FMCoC is to coordinate services in the most efficient manner possible for people who are experiencing homelessness, who have experienced homelessness, or who are at risk of experiencing homelessness by providing them with

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<sup>2</sup> See the FMCoC Governance Charter at page 4. A copy of the Governance Charter is attached as Exhibit A. See also the “Funding for Homeless Housing and Services in Madera County” published by the Fresno Madera Continuum of Care attached as Exhibit B.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 7

access to housing and supportive services, including educational opportunities, physical and behavioral health care, employment training, and life skills development.”<sup>3</sup>

As detailed in its Governance Charter, “***all*** CoC- and ESG-funded programs are committed to implementing this system. Other federal, state and local funding sources, as well as all funding sources that are administered through the CoC, *also mandate participation on the Coordinated Entry System*. All projects mandated to participate in the Coordinated Entry System *must follow the Coordinated Entry Policies and Procedures*.”<sup>4</sup>

As a result, the Fresno Madera Continuum of Care is now the organization which directs and oversees all federal funding for homeless services in Fresno and Madera Counties and collaborates with other federal, state and local funding sources through the same Coordinated Entry process.

**2. FMCoC is Required by Law and Regulation to Oversee and Distribute Federal Homeless Funds through an Access Site and Coordinated Entry System**

As required by HUD regulations,<sup>5</sup> all CoC Program projects like FMCoC must implement and oversee through the local Coordinated Entry System. The FMCoC’s Governance Charter<sup>6</sup> details how the Coordinated Entry System is to work by addressing the needs of the homeless in the counties of Fresno and Madera by partnering with nonprofit and government organizations such as CAPMC through contracts to provide housing and supportive services to individuals and families experiencing homelessness in Fresno and Madera Counties.

The primary objectives for the CoC Program are: (a) Rapid Rehousing - assisting individuals and families in transitioning from homelessness to stable housing while minimizing the trauma associated with homelessness; (b) Access to Services - promoting access to mainstream programs and services that support self-sufficiency

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<sup>3</sup> FMCoC Governance Charter at page 3.

<sup>4</sup> FMCoC Governance Charter at page 4.

<sup>5</sup> 24 C.F.R. §§578.7 and 578.23,

<sup>6</sup> FMCoC Governance Charter at page 3.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 8

among those experiencing homelessness; and (c) Community Planning: encouraging strategic use of resources to address homelessness at the community level.

As defined by HUD, “Coordinated entry is a key step in assessing the needs of homeless individuals and families and prioritizing them for assistance. In addition to engaging people who are seeking assistance, Coordinated Entry processes should be integrated with communities’ outreach work to ensure that people living in unsheltered locations are prioritized for help. Coordinated Entry should achieve several goals:

- make it easier for persons experiencing homelessness or a housing crisis to access the appropriate housing and service interventions;
- prioritize persons with the longest histories of homelessness and the most extensive needs;
- lower barriers to entering programs or receiving assistance; and,
- ensure that persons receive assistance and are housed as quickly as possible.”

The Coordinated Entry System operates like this:<sup>7</sup>

1. **Identification** - The family or individual experiencing a housing crisis is identified, by either outreach or self-identification;
2. **Access Site** – A local agency which has become CAPMC in Madera County – assists with diversion (providing linkage to a self-resolution option such as family or an appropriate prevention program) and/or linkage to the start of homeless verification.
3. **Assessment-System Entry** - If the housing crisis is not self-resolved through diversion outside of Coordinated Entry, the individual or family is assessed for entry into the system by trained assessors into a database—by name list and thereby becomes a client.

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<sup>7</sup> See Fresno Madera Continuum of Care Coordinated Entry System” attached as Exhibit C.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 9

4. **Prioritization/Navigation** – The client is then prioritized based on the outcome of the assessment and is assigned a Navigator (in Madera County that is a trained, knowledgeable and experienced CAPMC employee) from the Access Site.

5. **Matching and Referral** – The Navigator submits a Match Form once client is document ready, which Navigator also assists with. Matcher refers client to appropriate housing intervention.

6. **Placement** – Client is placed in available housing intervention.

**3. CAPMC is the FMCoC Designated Access Site and the Coordinated Entry System for Madera County**

FMCoC has designated CAPMC as the only Access Site and Coordinated Entry System for Madera County. This came about over the last several years with CAPMC establishing in May 2020 the Homeless Engagement Living Program (“**HELP**”) Center in Madera County, which became a “one-stop shop” and hub for helping individuals and families in the County of Madera that were homeless or at-risk of becoming homeless.

The HELP Center was initially financed with a one-time federal CARES Act grant which expired on May 31, 2022 to implement an Access Site and Coordinated Entry System in Madera County. The success of the HELP Center developed by CAPMC resulted in further grant awards providing partial funding in the 2022 Fresno Madera Continuum of Care grant competition. The HELP Center became and remains the only facility in Madera County providing the Coordinated Entry services contemplated by the CoC Program, and includes all the core components of access, assessment, prioritization, and referral and housing placement.

As the Access Site and the Coordinated Entry System for Madera County, the HELP Center plays an absolutely crucial role in connecting clients to housing and supportive programs tailored to their needs.

Through the FMCoC grant funds and additional outreach funds detailed below, CAPMC engages in extensive outreach services to locate individuals and families in need. Once individuals and families are located, the Coordinated Entry System is implemented with each as detailed above with assessments for possible diversion and/or

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 10

services, with these clients assisted by the HELP Center staff to become "document ready," ensuring they have the necessary identification and paperwork to access vital available resources, just as the Coordinated Entry System is designed to work.

Collaborating closely with local agencies, the HELP Center staff then link individuals and families to essential resources that foster economic independence. If the individual/family needs emergency housing, the HELP Center makes the arrangement or provides referral to shelters, domestic violence shelters, or emergency housing.

Through comprehensive wraparound services, these clients also receive the support needed to address immediate challenges while paving the way for long-term success. With compassion and dedication, the HELP Center serves as a catalyst for positive change, empowering those facing homelessness to reclaim control over their lives and build a brighter, more stable future.

In 2024 alone, CAPMC's HELP Center made contact with 452 homeless individuals, assisted in 66 permanent and 63 temporary housing placements (including emergency housing), helped 10 households avoid eviction, and assisted 18 families with move-in costs.<sup>8</sup>

As a result of these successes, CAPMC has continued to be awarded renewal and expansion grants for the HELP Center as an Access Point and Coordinated Entry System. The attached CAPMC Impact Report lists CAPMC's award letters, and FMCoC grant awards list grant awards and include two additional grants, including an expansion grant.<sup>9</sup>

#### **4. CAPMC's Executive Director is the County's Homeless Coordinator and CAPMC Provides Additional Homeless Outreach Services**

In the Spring of 2011, the California Legislature passed Assembly Bill 109 (AB 109) which provided for the realignment of funding and supervision for certain low-level offenders, adult parolees, and juvenile offenders from state prisons and institutional facilities to the local jurisdiction i.e., County Probation and Sheriff departments. Aside from cost savings to the State budget, this realignment was also intended to make

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<sup>8</sup> See CAPMC Impact Report at page 16, a copy of which is attached as Exhibit D.

<sup>9</sup> Copies of the award letters and list of FMCoC grants is attached as Exhibit E.

MOTSCHIEDLER, MICHAELIDES, WISHON,  
BREWER & RYAN, LLP  
ATTORNEYS AT LAW

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 11

available services and supports to facilitate rehabilitation and assimilation into the community, thus reducing recidivism and the restart of the incarceration costs on the State. If successful, the hope was this change would produce a “win-win” for the citizens and taxpayers of California.

Around the same time as the passage of AB109, the state encouraged the local creation of Community Corrections Partnership (CCP) Plans developed by each county to implement the provisions of public safety realignment that included approval of the use of certain AB109 funds.

In June 2022, the CCP for Madera County approved funding from AB109 to fund a portion of the costs associated with the hiring of three Homeless Outreach Workers and the designation of a County Homeless Coordinator, which became CAPMC’s Executive Director, Mattie Mendez.<sup>10</sup> At the time Madera County Behavior Health was contracted with CAPMC to provide outreach and homeless services, and as individual were encountered and screened they would refer those individuals with mental health or substance abuse disorder to Madera County Behavior Health or other local providers. As a result, CAPMC has been actively involved throughout the County of Madera tirelessly providing homeless outreach, and Ms. Mendez has effectively served as the County’s Homeless Coordinator since that time.

None of this work duplicates the work of Madera County employees or any other federal, state or local agency. It also provides funding to identify those who are in need of services through the Coordinated Entry System and companion state funding.

It is complimentary and highly collaborative with other work being done with at-risk individuals and families within the County, particularly by Madera County Behavior Health.

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<sup>10</sup> The Community Corrections Partnership action item and proposed budget is attached as Exhibit F.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 12

**5. CAPMC Contracts with the County of Madera to Provide Additional State-Funded Homeless Housing Services Pursuant to Health and Safety Code Section 50219**

CAPMC receives additional funding through agreements executed with Madera County to work on the reduction the numbers of persons experiencing homelessness, those who become homeless for the first time, and the length of time people remain homeless, along with the increasing the number of people exiting homelessness into permanent housing and successful placements from street outreach. To do this, CAPMC received funds to include the following eligible purposes:

1. Rental hotel assistance and rapid rehousing;
2. Operating subsidies in new and existing affordable housing;
3. Incentives to landlords for existing and future supportive housing units, emergency shelters, and navigation centers;
4. Homeless outreach and coordination;
5. Delivery of permanent housing and innovative housing solutions such as hotel and motel conversions;
6. Navigation centers at CAPMC through CAPMC's already-existing HELP Center and funding to work with the Madera Rescue Mission.<sup>11</sup>

The very fact that these agreements were entered into with CAPMC reduced or outright eliminated the possibility of duplication of services since these services largely integrate and allow CAPMC to increase their ability to provide such services through its HELP Center, further confirming the fact that it is the "one-stop shop" and hub contemplated since its creation for helping individuals and families in Madera County that are homeless or at-risk of becoming homeless.

It is likewise consistent with the stated goals of the CoC Program and Coordinated Entry System that other federal, state and local funding sources, as well as all funding sources that are administered through the CoC, participate in the Coordinated Entry System to promote efficiency in the delivery of homeless services and avoid risk of duplication.<sup>12</sup>

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<sup>11</sup> Copies of the agreements dated July 11, 2023 and January 9, 2024 are attached as Exhibit G.

<sup>12</sup> FMCoC Governance Charter at page 4.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 13

**6. The Shunammite Program is a Permanent Supportive Housing Embracing the Housing First Model and Further Enhances the Efforts to Reduce Homelessness in Madera County**

The Shunammite Place is a Permanent Supportive Housing Program offering housing to chronically unhoused single individuals, families, men and women. Embracing the Housing First Model, The Shunammite Place prioritizes minimizing barriers for those transitioning from the streets or emergency shelters.<sup>13</sup> With a client-centered approach, it ensures affordability and proximity to essential services and transportation. Staff deliver supportive services aimed at empowering participants towards self-reliance and economic independence, aiming to break the cycle of homelessness by providing assistance and fostering mental and physical well-being through goal-oriented support.<sup>14</sup>

CAPMC's Shunammite Place Program initially began in April 2008 and provided permanent supportive housing for 15 chronically homeless women. As funding opportunities became available over the years, through additional grants CAPMC expanded the scope of the program. By November 1, 2022, it was authorized to serve 43 residents, including men, women, and families.

In 2024, CAPMC again applied for expansion and can now serve up to 53 people in permanent supportive housing. To serve these additional ten residents, three additional apartment units are provided with HUD funding, and one unit is provided with non-Continuum of Care (CoC) funding and targets youth 18-24 years of age, which is more than three times the capacity of the program, largely due to the vision and hard work of CAPMC's leadership, Board of Directors and Community Services program.<sup>15</sup>

The top priority of the Shunammite Program is to end the cycle of chronic homelessness by not only providing long-term housing, but also assisting these individuals with substance abuse addictions, mental and physical health support and counseling, encouraging structure, improvement, dedication, and achieving goals on a

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<sup>13</sup> CAPMC Impact Report at page 14.

<sup>14</sup> CAPMC Impact Report at page 14.

<sup>15</sup> Shunammite Program Grants are referenced in the FMCoC list of grants attached as part of Exhibit E.

MOTSCHIEDLER, MICHAELIDES, WISHON,  
BREWER & RYAN, LLP  
ATTORNEYS AT LAW

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 14

daily basis. The staff provides supportive services including assessment of service needs, case management, food, housing search, counseling services, life skills training, outreach services, and transportation. The participants receive classes, one-on-one support, group activities, and volunteer services. They learn skills and gain knowledge to help them live in a positive environment. A significant focus of the program is to aid the participants in sharpening their skills to empower them with the ability to live alone or in a community setting.

In addition to the support provided by Shunammite staff, program participants are encouraged to access additional services made available to them by community partners. This helps ensure the program is maximizing on the use of mainstream resources. The program receives invaluable support from community partners including, without limitation, the Madera County Food Bank, Madera Workforce, Madera Behavioral Health, Madera County Health, Narcotics Anonymous, Celebrate Recovery, Madera Adult Education, Madera County Community College, and Hope House.

During 2024, the Shunammite Program had significant successes, assisting 61 individuals with disabilities maintained an independent living situation after chronic homelessness, 20 new clients entered the program, 16 clients who exited the programs and conducted 29 life skill workshops and classes provided to residents.<sup>16</sup> Other Shunammite Place successes include:

- A youth in the program completed his GED and is now working on the process of obtaining his driver's license.
- Staff assisted thirteen clients that moved into the Shunammite Place program during the program year to obtain General Assistance benefits.
- Staff assisted them with the application process and referral, with transportation to appointments, faxing all pertinent documents to their Eligibility Workers at Department of Social Services and their therapists at Behavioral Health, and follow up.

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<sup>16</sup> CAPMC Impact Report at page 14.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 15

- Four clients obtained IHSS services. This is a tremendous help to the client's health and well-being needs because their physical health is deteriorating. With the assistance of their IHSS workers, the clients are able to accomplish their activities of daily living. Staff assisted these clients with the application process and referral, transportation to appointments, faxing all pertinent documents to the IHSS office, and follow-up.
- Staff assisted four clients with maintaining active with their Social Security case. Staff assisted these clients with the application process, transportation to doctor appointments, and faxing all pertinent documents to the Analyst at Department of Social Services and their disability advocate.
- Five clients volunteer with their church by passing out food to the community once a month.
- Three clients volunteer with their church at the Madera Rescue Mission and serve the clients of the Madera Rescue Mission.
- One client volunteers at the local soup kitchen seven days a week. Most clients are active in maintaining doctor appointments, dentist appointments, and Behavioral Health appointments.
- Shunammite Place partners with the local Madera County Food Bank and the clients obtain a food box once a month. Most clients request a food box on a monthly basis. Staff contacts the Madera County Food Bank to request the food box, picks up the food box, and delivers the food box to the client's home.<sup>17</sup>

#### **D. CAPMC's General Response to Grand Jury's General Claims**

While, as noted, CAPMC does not believe it is legally required to respond to the allegations and findings of the Grand Jury given its non-profit status, it has elected to do so out of a sense of respect for the process and in a good faith effort to dispel

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<sup>17</sup> CAPMC Impact Report at page 15.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 16

misunderstandings and disconnects with regard to the tremendous ongoing work being done in Madera County to combat homelessness in an efficient, organized and collaborative way fully consistent with the CoC Program and Coordinated Entry System required by law.

**1. There is No Absence of Unified Leadership in Madera County with Regard to Homelessness and Housing Issues**

As detailed above, FMCoC has designated CAPMC as the only Access Site and Coordinated Entry System for Madera County. The HELP Center a “one-stop shop” and hub for helping individuals and families in the County of Madera that were homeless or at-risk of becoming homeless.

As the Access Site and the Coordinated Entry System for Madera County, the HELP Center plays an absolutely crucial role in connecting clients to housing and supportive programs tailored to their needs. Madera County’s designation of CAPMC’s Executive Director as the County Homeless Coordinator reaffirms the unified nature of leadership in Madera County with regard to homelessness issues.

Additionally, through the FMCoC grant funds and additional funds from state and local sources for homeless outreach, navigation and related funds as referenced herein, CAPMC coordinates and engages in extensive outreach services to locate individuals and families in need. Once individuals and families are located, the Coordinated Entry System is implemented with each as detailed above with assessments for possible diversion and/or services, with these clients assisted by the HELP Center staff to become "document ready," ensuring they have the necessary identification and paperwork to access vital available resources, just as the Coordinated Entry System is designed to work.

Collaborating closely with local agencies, the HELP Center staff then link individuals and families to essential resources that foster economic independence. If the individual/family needs emergency housing, the HELP Center makes the arrangement or provides referral to shelters, domestic violence shelters, or emergency housing.

Through comprehensive wraparound services, these clients also receive the support needed to address immediate challenges while paving the way for long-term success and includes referrals to Madera County Behavioral Health where appropriate.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 17

With compassion and dedication, the HELP Center serves as a catalyst for positive change, empowering those facing homelessness to claim control over their lives and build a brighter, more stable future.

In 2024 alone, CAPMC's HELP Center made contact with 452 homeless individuals, assisted in 66 permanent and 63 temporary housing placements (including emergency housing), helped 10 households avoid eviction, and assisted 18 families with move-in costs.<sup>18</sup>

## **2. The County was Not Awarded \$35 Million in Grants for the Homeless**

It is unclear how the Grand Jury determined that the \$35 million in program/grant funds listed on page 9 were available to combat homelessness, since this is absolutely incorrect. The vast majority of the grants listed on page 8 and 9 (other than the CAPMC-awarded grants and the Rapid Rehousing application listed on page 9) have no specific reference to homelessness or housing issues and are not believed to be any part of funding for homeless issues. This includes the grants listed under the Sheriff's Department, the vast majority (if not all) listed under the Behavioral Health Services Program, those listed under Administration/CED, and Probation. This claim would seem to be misleading and/or incorrect altogether.

As discussed above, *all* federal funds go through FMCoC and the most recent list on its website is included as part of Exhibit E. These total \$1.2 million along with approximately \$1.5 million in additional state funds CAPMC has received since 2020 for, collectively, the operation of the HELP Center, Rapid Rehousing and other housing and homelessness services detailed in this response.

At the County level, Exhibits F and G reference less than \$1 million of additional funds for outreach, navigation, short and long term housing and related expenditures, which suggests the County has expended less than \$4 million over the last 5+ years at least as to the services it provides through CAPMC.

## **3. The Grand Jury Report Provides No Context as to the Numbers from the FMCoC Report**

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<sup>18</sup> See CAPMC Impact Report at page 16, a copy of which is attached as Exhibit D.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 18

While the Grand Jury provides a list from FMCoC that is purportedly from the “last available FMCoC report,” it doesn’t provide the date and does not appear to have even asked CAPMC regarding the progress made over the last several years.

In actual fact, in 2024 alone, CAPMC’s HELP Center made contact with 452 homeless individuals, assisted in 66 permanent and 63 temporary housing placements (including emergency housing), helped 10 households avoid eviction, and assisted 18 families with move-in costs.<sup>19</sup>

During the same time period in 2024, the Shunammite Program assisted 61 individuals with disabilities maintained an independent living situation after chronic homelessness, 20 new clients entered the program, and conducted 29 life skill workshops and classes provided to residents.<sup>20</sup> Other Shunammite Place successes for individuals it works with include:

- A youth in the program completed his GED;
- Staff assisted thirteen clients obtain General Assistance benefits.
- Four clients obtained IHSS services. This is a tremendous help to the client’s health and well-being needs because their physical health is deteriorating.
- Staff assisted four clients with maintaining active with Social Security cases.

**4. The Grand Jury Attempts to Conflate Unrelated Allegations of Ineffective Grant Management with Allegations Regarding the Homeless Programs**

Page 10 of the Grand Jury Report makes allegations that since 2018 “throughout all departments (*not just homelessness*<sup>21</sup>), over \$117 million in state grants have faced challenges.”

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<sup>19</sup> See CAPMC Impact Report at page 16, a copy of which is attached as Exhibit D.

<sup>20</sup> CAPMC Impact Report at page 14.

<sup>21</sup> Which is not a County “department.”

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ATTORNEYS AT LAW

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 19

This allegation has no relation to the funding or management of funds for *combating homelessness*, and by implication appears to disingenuously exaggerate and suggest this should be considered in connection with the homeless programs, which is simply not true.

As previously explained, through the FMCoC grant funds and additional funds from state and local sources for homeless outreach, navigation and related funds as detailed above, CAPMC coordinates and engages in extensive outreach services to locate individuals and families in need. Once individuals and families are located, the Coordinated Entry System is implemented with each as detailed above with assessments for possible diversion and/or services, with these clients assisted by the HELP Center staff to become "document ready," ensuring they have the necessary identification and paperwork to access vital available resources, just as the Coordinated Entry System is designed to work.

Collaborating closely with local agencies, the HELP Center staff then link individuals and families to essential resources that foster economic independence. If the individual/family needs emergency housing, the HELP Center makes the arrangement or provides referral to shelters, domestic violence shelters, or emergency housing.

Through comprehensive wraparound services, these clients also receive the support needed to address immediate challenges while paving the way for long-term success, and includes referrals to Madera County Behavioral Health where appropriate. With compassion and dedication, the HELP Center serves as a catalyst for positive change, empowering those facing homelessness to reclaim control over their lives and build a brighter, more stable future.

All federal funds go through FMCoC and the most recent list on its website is included as part of Exhibit E. These total \$1.2 million along with approximately \$1.5 million in additional state funds since 2020 for, cumulatively, the operation of the HELP Center, the Shunammite Program, Rapid Rehousing and other services detailed in this response.

At the County level, Exhibits F and G reference less than \$1 million of additional funds for outreach, navigation, short- and long-term housing and related expenditures, so less than \$4 million over the last 5+ years. To the best of CAPMC's knowledge, there has no concerns or issues with the management or use of these local

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 20

funds, and to suggest they are somehow connected to a claim about effective management of \$117 million in other County funds seems to be an effort to smear those involving in serving the homeless population.

**5. CAPMC Does Not Discriminate on the Basis of Religion and Regularly Trains, Reminds and Follows up with Faith-Based Programs Providing Services of this Requirement**

Reference is made in the Grand Jury Report to some program participants alleging there may be religious discrimination involved, presumably because some short-term sheltering or housing services are provided by the Madera Rescue Mission which is a religious-based non-profit.

The HEARTH Act states that any provider who receives funds under these programs must not discriminate against any current or prospective program beneficiaries on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice. See 24 CFR §578.87(b) which requires equal treatment of program participants and program beneficiaries regardless of religious preference, or no preference at all.

It is important to acknowledge, however, that organizations that are religious or faith-based are eligible, on the same basis as any other organization, to participate in the Continuum of Care program and provide services or serve as a referring source for the provision of services. Such organization may retain their independence from federal, state, and local government, and may continue to carry out its mission, including the definition, development, practice, and expression of its religious beliefs, provided that they do not use direct program funds to support or engage in any explicitly religious activities, including activities that involve overt religious content, such as worship, religious instruction, or proselytization, or any manner prohibited by law.

Among other things, faith-based organizations may use space in their facilities to provide program funded services without removing or altering religious art, icons, scriptures, or other religious symbols.

The Madera Rescue Mission is well aware of the above and follows these requirements. They have been trained in this regard and CAPMC's Executive Director regularly follows up with its Executive Director who repeatedly confirms and

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 21

acknowledges that no such discrimination or conditions are part of providing emergency shelter, short-term housing or any other service for those referred by CAPMC.

**E. CAPMC's Response to Grand Jury's Specific Findings**

CAPMC offers the following response to the Grand Jury's specific findings:

**1. Finding 1, and Recommendation 1: Lack of Centralized Leadership –** Madera County lacks a centralized lead agency responsible for homelessness issues and should establish a dedicated local lead agency.

**CAPMC Response:** Wholly Disagree.

CAPMC provides centralized leadership and coordination on both the federal and local level as to homelessness issues and is already the dedicated local lead organization. As explained in detail above, FMCoC has designated CAPMC as the only Access Site and Coordinated Entry System for Madera County, which is the exclusive method and manner for providing federal funds to address homeless issues in Madera County.

The success of the CAPMC HELP Center has resulted in further grant awards over the last several years, and became and remains the only facility in Madera County that providing the Coordinated Entry services contemplated by the CoC Program, and includes all the core components of access, assessment, prioritization, and referral and housing placement.

As the Access Site and the Coordinated Entry System for Madera County, the HELP Center plays an absolutely crucial role in connecting clients to housing and supportive programs tailored to their needs.

CAPMC engages in extensive outreach services to locate individuals and families in need. Once individuals and families are located, the Coordinated Entry System is implemented with each as detailed above with assessments for possible diversion and/or services, with these clients assisted by the HELP Center staff to become "document ready," ensuring they have the necessary identification and paperwork to

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Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 22

access vital available resources, just as the Coordinated Entry System is designed to work.

Collaborating closely with local agencies including the County of Madera, the HELP Center staff then link individuals and families to essential resources that foster economic independence. If the individual/family needs emergency housing, the HELP Center makes the arrangement or provides referral to shelters, domestic violence shelters, or emergency housing. Through comprehensive wraparound services, these clients also receive the support needed to address immediate challenges while paving the way for long-term success. With compassion and dedication, the HELP Center serves as a catalyst for positive change, empowering those facing homelessness to reclaim control over their lives and build a brighter, more stable future.

In 2024 alone, CAPMC's HELP Center made contact with 452 homeless individuals, assisted in 66 permanent and 63 temporary housing placements (including emergency housing), helped 10 households avoid eviction, and assisted 18 families with move-in costs.<sup>22</sup>

Since June 2022, CAPMC's Executive Director, Mattie Mendez, has been the Homeless Coordinator for the County of Madera.<sup>23</sup> At the time Madera County Behavior Health was contracted with CAPMC to provide outreach and homeless services, and as individual were encountered and screened they would refer those individuals with mental health or substance abuse disorder to Madera County Behavior Health or other local providers. As a result, CAPMC has been actively managing homeless programs and services for the federal and local level for more than three years.

CAPMC also receives additional funding through agreements executed with Madera County to work on the reduction the numbers of persons experiences homelessness, those who become homeless for the first time, and the length of time people remain homeless, along with the increasing the number of people exiting homelessness into permanent housing and successful placements from street outreach. To do this, CAPMC received funds to include the following eligible purposes:

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<sup>22</sup> See CAPMC Impact Report at page 16, a copy of which is attached as Exhibit D.

<sup>23</sup> The Community Corrections Partnership action item and proposed budget is attached as Exhibit F.

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Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 23

1. Rental hotel assistance and rapid rehousing;
2. Operating subsidies in new and existing affordable housing;
3. Incentives to landlords for existing and future supportive housing units, emergency shelters, and navigation centers;
4. Homeless outreach and coordination;
5. Delivery of permanent housing and innovative housing solutions such as hotel and motel conversions;
6. Navigation centers at CAPMC through CAPMC's already-existing HELP Center and funding to work with the Madera Rescue Mission.<sup>24</sup>

The very fact that these agreements were entered into with CAPMC reduced or outright eliminated the possibility of duplication of services since these services largely integrate and allow CAPMC to increase their ability to provide such services through its HELP Center, further confirming the fact that it is the "one-stop shop" and hub contemplated since its creation for helping individuals and families in Madera County that are homeless or at-risk of becoming homeless.

It is likewise consistent with the stated goals of the CoC Program and Coordinated Entry System that other federal, state and local funding sources, as well as all funding sources that are administered through the CoC, participate in the Coordinated Entry System to promote efficiency in the delivery of homeless services and avoid risk of duplication.<sup>25</sup>

None of this work duplicates the work of other Madera County employees or any other federal, state or local agencies. It is complimentary and highly collaborative with other work being done, particularly with Madera County Behavior Health. It also provides funding to identify those who are in need of services through the Coordinated Entry System and companion state funding.

This Grand Jury finding is not accurate and its recommendation will not be implemented by CAPMC as it is not considered warranted or reasonable.

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<sup>24</sup> Copies of the agreements dated July 11, 2023 and January 9, 2024 are attached as Exhibit G.

<sup>25</sup> FMCoC Governance Charter at page 4.

Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 24

**2. Finding 2: Limited Inter-Departmental Communication**

**CAPMC's Response: Wholly Disagree as to CAPMC**

CAPMC is not a county department, so it would not be proper to have integrated communications with Madera County as to computer systems and other technologies. Having said that, CAPMC personnel have regular ongoing communication with county employees, law enforcement and other stakeholders. This includes multiple monthly meetings, often daily communications with law enforcement out in the field who might encounter a homeless person and provide information for possible outreach if the individual is not already being provided services.<sup>26</sup>

CAPMC is certainly not in a "silo" as it relates to communications on ongoing homeless issues with County staff and law enforcement.

The Grand Jury's finding is not accurate and its recommendation for further communications cannot be implemented by CAPMC as it is not warranted or reasonable in light of the fact that CAPMC is a separate nonprofit private corporation.

**F. Conclusion**

I hope this response to the Grand Jury is helpful and provides more information as to how homelessness and related issues are being addressed within the County of Madera and the tremendous collaboration that is occurring with both federal and state fundings sources and programs.

The Coordinated Entry System as followed by the CAPMC HELP Center allows CAPMC to use federal, state and local funds in an efficient and non-duplicative manner so that eligibility is determined, individuals and families are prepared to receive services through documentation completion, assessments are conducted, and the whole array of available services is known and employed by the HELP Center's navigators to directly clients to appropriate services through referrals, providing short-term need directly, and direct placements. The success of this collaboration through making the CAPMC the lead organization on homelessness issues is shown by the results and

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<sup>26</sup> Notably, the vast majority of the time when law enforcement contact CAPMC after encountering a homeless individual, CAPMC finds they are already in the system.

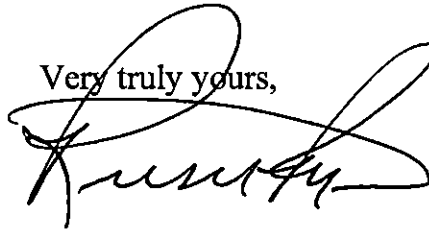
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Mr. Kenneth Bowman  
Hon. Michael Jurkovich  
Madera County Grand Jury  
July 1, 2025  
Page 25

successes highlighted in this response with the relatively modest funds available to CAPMC given the nature and extent of the services it provides.

It is unfortunate that the Grand Jury has elected to publish its report without thoroughly understanding homelessness funding in Madera County, the Coordinated Entry Program and the exclusive role of CAPMC in Madera County for the coordination of federal funds as well as the increasing funding from state and local funding sources such as Madera County for the HELP Center. Instead, the focus appears to be on using the homelessness issue to publicly address employee dissatisfaction with Madera County on issues wholly unrelated to homelessness. It was certainly a missed opportunity by the Grand Jury.

Very truly yours,

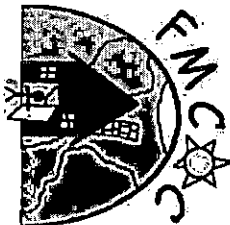
A handwritten signature in black ink, appearing to read "Russell K. Ryan", written over the typed name below.

Russell K. Ryan

RKR:cab

**EXHIBIT A**

**FRESNO MADERA CONTINUUM OF CARE  
GOVERNANCE CHARTER**



**Table of Contents**

<b>ARTICLE I. OVERVIEW</b> .....	<b>3</b>
SECTION 1. NAME.....	3
SECTION 2. PURPOSE.....	3
SECTION 3. METHODS.....	3
SECTION 4. DUAL GOVERNMENT.....	5
SECTION 5. MEMBERSHIP.....	5
SECTION 6. ELECTRONIC COMMUNICATIONS.....	5
SECTION 7. RECORD KEEPING.....	6
<b>ARTICLE II. GENERAL MEMBERSHIP</b> .....	<b>6</b>
WHO IS ELIGIBLE TO BECOME A MEMBER.....	6
HOW TO BECOME A MEMBER.....	7
OBLIGATIONS OF MEMBERSHIP.....	7
RIGHTS OF MEMBERSHIP.....	8
PREPARING APPLICATIONS FOR FUNDS.....	12
GENERAL MEMBERSHIP MEETINGS.....	14
QUORUM.....	14
SPECIAL MEETINGS.....	15
VOTING.....	15
<b>BOARD OF DIRECTORS</b> .....	<b>16</b>
LIST OF DIRECTORS.....	16
TERM OF OFFICE.....	17
QUALIFICATIONS FOR OFFICE.....	18
SCHEDULING ELECTIONS.....	18
METHOD OF ELECTIONS.....	18
FILING VACANCIES / SPECIAL ELECTIONS.....	18
BOARD MEETINGS.....	19
CONFLICT OF INTEREST AND RECUSAL PROCESS.....	19
QUORUM.....	20
VOTING.....	20
RESIGNATION, TERMINATION, AND ABSENCES.....	20

SECTION 12.	DUTIES OF SPECIFIC DIRECTORS.....	20
<b>ARTICLE IV.</b>	<b>COMMITTEES.....</b>	<b>21</b>
SECTION 1.	DELEGATION OF AUTHORITY TO STANDING COMMITTEES.....	22
SECTION 2.	MEMBERSHIP OF STANDING COMMITTEES.....	22
SECTION 3.	STANDING COMMITTEE MEETING PROCEDURES.....	23
SECTION 4.	STANDING COMMITTEE OFFICER OR CHAIR RESPONSIBILITIES. THE OFFICERS OR CHAIR IS RESPONSIBLE FOR:.....	23
SECTION 5.	MODIFYING A COMMITTEE'S AUTHORITY.....	23
SECTION 6.	AD HOC WORKGROUPS.....	24
SECTION 7.	EXAMPLES OF STANDING COMMITTEES.....	24
<b>ARTICLE V.</b>	<b>LOCAL POLICIES (SEE WRITTEN STANDARDS FOR FULL POLICIES).....</b>	<b>25</b>
SECTION 1.	EDUCATION POLICIES.....	25
SECTION 2.	FAMILY INTAKE AND SEPARATION POLICIES.....	25
SECTION 3.	UNACCOMPANIED AND PARENTING YOUTH.....	25
SECTION 4.	DOMESTIC VIOLENCE SURVIVORS.....	26
SECTION 5.	PARTICIPATION IN HMIS.....	26
SECTION 6.	HOUSING FIRST.....	26
SECTION 7.	DISCHARGE POLICIES.....	26
SECTION 8.	CO-C-WIDE ANTI-DISCRIMINATION POLICY.....	26
SECTION 9.	CO-C ADVOCACY POLICY.....	26
<b>ARTICLE VI.</b>	<b>AMENDMENTS.....</b>	<b>27</b>
SECTION 1.	27	
SECTION 2.	27	
<b>ARTICLE VII.</b>	<b>APPLICABILITY.....</b>	<b>28</b>
SECTION 1.	28	
SECTION 2.	28	
<b>CERTIFICATE OF ADOPTION.....</b>		<b>28</b>
CERTIFICATE BY SECRETARY.....		28

## Article I. Overview

**Section 1. Name.** The name of this organization is the Fresno Madera Continuum of Care (FMCoC or the "CoC"). This organization is an unincorporated association.

**Section 2. Purpose.** The FMCoC has been formed to carry out the responsibilities required under the Department of Housing and Urban Development (HUD) regulations, set forth at 24 C.F.R. Section 578. The purpose of the FMCoC is to coordinate services in the most efficient manner for people who are experiencing homelessness, who have experienced homelessness, or who are at risk of experiencing homelessness by providing them with access to housing and supportive services, including educational opportunities, physical and behavioral health care, employment training, and life skills development. The FMCoC is dedicated to increasing community awareness of homeless people and their problems; and the development and implementation of strategies to create permanent solutions to homelessness in the community.

### Section 3. Methods.

**Operating a CoC.** To accomplish its purpose, the FMCoC promotes best practices, conducts trainings, facilitates the development of a Coordinated Entry System and Homeless Management Information System, monitors performance, advocates for evidence-based practices in local housing policy, and prepares an annual Collaborative Application to HUD that reflects the community's priorities for housing and homeless services. Additionally, per the requirements of the Interim Rule Section 578.7, the CoC will:

- Develop, follow and update this Governance Charter annually, which will include all policies and procedures needed to comply with HUD and HMIS requirements, including a code of conduct/conflict of interest and recusal policy for the FMCoC Board, its chair(s) and any person acting on behalf of the Board;
- Review and update the Governance Charter policy to select a CoC Board at least once every 5 years;
- Send an invitation at least annually to the public soliciting invitations for new membership; This should include: (i) ensured effective communication with individuals with disabilities, including the availability of accessible electronic formats, (ii) outreach to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join the CoC, and (iii) invitations to organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, other People of Color, persons with disabilities));
- Hold CoC General Membership meetings no less than semi-annually;
- Coordinate with the Emergency Solutions Grant (ESG) program administrators to conduct an initial assessment of the needs of those experiencing homelessness within Fresno and Madera Counties. This initial assessment shall be updated annually with a

gaps analysis that compares available housing and services in Fresno and Madera Counties with the need.

- Implement Written Standards for providing CoC and ESG assistance;
- Coordinate with state and local Emergency Solutions Grant (ESG) program recipients and monitor the performance and outcomes of CoC and ESG recipients and subrecipients by project type to ensure effective service delivery;
- Report the outcomes of CoC and ESG projects to HUD annually through the CoC application process;
- Continue to implement the emergency transfer plan in the Written Standards.
- Continue to operate a Coordinated Entry System and review and update Coordinated Entry System policies and procedures;
- Provide information required to complete the Consolidated Plan(s) within the CoC's geographic area.

**Homeless Management Information System (HMIS).** The Fresno Madera Continuum of Care must designate a single HMIS for FMCoC and an eligible applicant to serve as the CoC's HMIS Lead Agency. The FMCoC Lead Agency must:

- Implement HMIS, including designating a single HMIS
- Review, revise, and approve a CoC HMIS data privacy plan, data security plan, data quality plan, and HMIS Policies and Procedures
- Ensure that the HMIS is administered in compliance with HUD requirements
- Ensure consistent participation by HUD Homeless Assistance Grants projects in the HMIS, and actively encourage non-HUD funded programs to participate
- Ensure compliance with VAWA and required HMIS-parallel data collection by domestic violence providers maintain appropriate, isolated data, and report congregate information as required and allowed within law.
- Attend CoC Board and General Membership meetings to provide updates.

**Coordinated Entry Policies.** The CoC has established a Coordinated Entry System (CES) in compliance with HCD ESG regulations, 25 CCR 8409; HUD Coordinated Entry Notices CPD-17-01 and CPD-16-11; VAWA Reauthorization Act of 2013; and the CoC Program Interim Rule, 24 CFR Part 578. All CoC- and ESG-funded programs are committed to implementing this system. Other federal, state, and local funding sources, as well as all funding sources that are administered or provided go through the CoC, also mandate participation in the Coordinated Entry System. All projects mandated to participate in the Coordinated Entry System by their funding source must follow the Coordinated Entry policies and procedures. All other providers participating in the coordinated entry process shall also follow those policies and procedures. The CoC's CES Committee is the designated Policy Oversight Entity for Coordinated Entry for the CoC and is responsible for updating the CES policies and procedures (recommending policy additions and changes to the CoC) and for ongoing CES monitoring and implementation oversight (including oversight of the annual CES Evaluation Implementation work). The Coordinated Entry System promotes comprehensive and coordinated access to assistance regardless of where an individual or family is located within the CoC service area and uses a standardized assessment

tool that ensures that the community prioritizes assistance for people with the most urgent and severe needs and to those who have been homeless for the longest period of time,

**Coordinated Entry Management Entity.** The CoC's CES Management Entity will implement and carry out the day-to-day operation of the CES on behalf of the CoC. The Management Entity has formal authority granted by the CoC to compel all providers included in coordinated entry to meet the expectations, standards, and responsibilities set for them by the CoC through the CES Committee. The CES Management Entity reports its outcomes to the CoC monthly at CoC meetings, and communicates about policy issues with the CoC's CES Committee. The CoC is the final approver of CES Committee-approved CES policies and procedures. The CES Management Entity will defer to the CoC's CES policies and procedures when working with agencies that are not following coordinated entry protocols. If CES-mandated agencies continue to not utilize the CES or to not follow CES protocols, the CES Management Entity should bring this to the attention of the CoC Committee Leadership, as well as a compliance recommendation. As needed, the CES Committee Leadership may elevate agency-level CES compliance issues to the CoC Board for review. The CES Management Entity should be regularly evaluated by the CoC's CES Committee, and must be evaluated at least annually during the CoC's CES Evaluation. The CES Management Entity should be available to attend CoC Board and General Membership meetings to provide updates.

**Section 4. Dual Government.** The FMCoC's Board of Directors sets the agenda for the CoC General Membership meetings and must review substantive items of business prior to an action item being placed on the CoC General Membership agenda for a vote. A majority vote of the Membership is required to approve all substantive items of business. Removal of Directors, scheduling of Board Meetings, and other affairs that are internal to the Board of Directors do not require approval from the General Membership.

**Section 5. Membership.** Most Members of the FMCoC are government agencies or non-profit entities. When an agency joins the FMCoC, the agency's Membership belongs to the agency as a whole. The agency will be asked to nominate one particular person as that agency's Member, who will attend meetings and vote on behalf of the agency. By contrast, when an individual joins the FMCoC, the individual is the Member, and the individual has the right to vote and attend meetings. Members who join as individuals do not have Alternates. Agencies may only have one CoC membership (per 501(c)(3), if applicable). Jurisdictions may have multiple memberships, but only one per separate department. A separate department is defined as a section of a jurisdiction that is led by a department head that is either appointed by the jurisdiction's governing body or is elected by the citizens of that jurisdiction. Individuals that work for an agency or jurisdiction that has a CoC membership may not also have an individual membership.

**Section 6. Electronic Communications.** All communications that this Governance Charter requires to be made "in writing" can be made by e-mail.

**Section 7. Record Keeping.** Per the Interim Rule, the CoC shall record and collect 5 years' worth of evidence that:

- i. The CoC Board meets all requirements of 24 CFR 578.5(b), including meeting agendas, minutes, the Governance Charter, Written Standards/policies and procedures, and all required updates and notices; and
- ii. The Collaborative Applicant documents and collects evidence that the CoC prepared the application for funds as required, including the designation of the eligible applicant as the Collaborative Applicant; and
- iii. The CoC designated a single HMIS for the CoC, and monitored reports of recipients and subrecipients; and
- iv. The Collaborative Applicant documents and collects evidence of use of planning funds for eligible costs and other grants management documentation; and
- v. The process for selecting a Board is reviewed at least every five years and the CoC has updated its Governance Charter annually.

## **Article II. General Membership**

**Section 1. Who is Eligible to Become a Member.** Each of the following types of entities is eligible to become a Member of the FMCoC if the entity's work is geographically connected to part or all of Fresno County and/or Madera County:

- Non-profit homeless assistance providers
- CoC and non-CoC funded Victim Service Providers (including agencies serving survivors of human trafficking, DV- Advocates)
- Faith-based organizations
- Local government agencies
- Local businesses
- Advocates
- Disability, Mental Health, and Substance Abuse Service Organizations and Advocates
- Public housing agencies
- CoC and non-CoC funded Youth Homeless Organizations, Advocates, and Youth Service Providers
- Local school districts, school administrators/Homeless Liaisons
- Street Outreach teams
- Social service providers
- Mental health agencies
- Hospitals
- Universities
- Local jails
- Indian Tribes and Tribally Designated Housing Entities (Tribal Organizations)
- Affordable housing developers
- Law enforcement agencies and EMS/Crisis Response Teams
- Lesbian, Gay, Bisexual, Transgender Advocates and Service Organizations
- Organizations that serve veterans
- Agencies receiving local ESG funding
- CDBG/HOME/ESG Entitlement Jurisdiction
- A legitimate consortium recognized by the FMCoC Board as a formal organized group that is addressing homelessness in the region

- The FMCoC HMIS Lead agency, if not otherwise included above

In addition, a person who is experiencing homeless or who was formerly homeless is eligible to become a Member of the FMCoC in their individual capacity, even if they are not otherwise involved with an agency.

**Section 2. How to Become a Member.** An eligible entity or person may become a Member of the FMCoC by filling out a membership application and paying financial dues. The Membership Application must include the name and contact information for the Voting Member and for the Alternate Member (if any). Members may not cast any votes and are bypassed for purposes of quorum until their application has been reviewed the FMCoC Secretary and/or Treasurer and they have been added to the CoC membership list for roll call. If there is an issue with the application or it is denied, the Secretary and/or Treasurer will ordinarily notify applicants of this as well as the reason for the denial. The Secretary and/or Treasurer may ask to see the proof of eligibility outlined in Section 1 above before enrolling a new Member. All potential CoC Members must agree to follow the CoC's Code of Conduct and Conflict of Interest policy outlined in Attachment B.

**Section 3. Obligations of Membership.** To remain in good standing, each Member must pay annual dues, regularly attend meetings (described below), complete any required trainings, be compliant with the Code of Conduct and Conflict of Interest policy outlined in Attachment B, and contribute to the work of the FMCoC, as set forth in more detail immediately below. Dues must be paid in the amount and by the deadline set by the FMCoC Board of Directors. Dues are determined by organization size, type of organization (including individual and government memberships), and annual budget. The Chair and Treasurer may approve hardship waivers and/or payment of in-kind dues for Members who may not have the ability to pay in cash, subject to budgetary concerns of the CoC. A hardship waiver and/or request for payment of in-kind dues should be emailed to the Chair and Treasurer for consideration using the general FMCoC email address listed on the website. Special consideration for hardship waivers for organizations with budgets under \$250,000 will be given to (i) Organizations led by and serving Black, Brown, Indigenous and other People of Color, (ii) Organizations led by and serving LGBTQ persons; (iii) Organizations led by and serving people with disabilities. Current or formerly homeless (within the past 7 years) individuals who may not have the ability to pay in cash for dues do not need to request a hardship waiver; they just need to indicate their homeless or formerly homeless status on the membership application.

During the first year in which a Member joins the FMCoC, that Member's dues will be pro-rated based on the time of year when the Member joined. Memberships expire December 31 of the current calendar year. Dues are prorated based on the following schedule for first time members:

January – March 31: 100% of fees  
 April – June 30: 75% of fees

July – September 30: 50% of fees  
October – December 31: 25% fees

However, in subsequent years, or if a Member frequently leaves and re-joins the FMCoC, the Member's dues will not be pro-rated. For existing Members, each year the membership application must be received by the CoC Secretary and/or Treasurer by January 1 of the current membership year and all dues must be paid by March 1 of that same calendar year, unless a separate arrangement has been made with the Treasurer.

Each Member or Alternate Member should not miss more than three (3) regularly scheduled FMCoC General Membership meetings in a calendar year, and must maintain current contact information on file with the FMCoC Secretary for their Voting Member and Alternate Member (if any). A Member or Alternate Member will be marked as "absent" if they arrive at the CoC meeting any later than within 15 minutes after the start time of the meeting. The Chair and Vice Chair, by consensus, may excuse a Member's absence from a General Meeting if it determines that extreme circumstances prevented the Member from attending. When it's the Chair or Vice Chair requesting an excused absence then the Secretary will be included in the determination. Requests for excused absences should be submitted to CoC staff in writing over email.

The CoC's training policies are outlined in the CoC's Learning Management System Manual. To be considered in good standing, CoC members must be current with their required trainings as per the Bridge Learning Management System compliance reports.

In addition, each Member is expected to take on some share of the work of supporting the CoC. To be considered in good standing, CoC-funded entities are required to participate in the Point-in-Time Count (PIT Count). Additionally, CoC members that are mandated to use the Coordinated Entry System by their funding source are required to send a representative to participate in the Coordinated Entry System Standing Committee meetings (the representative may miss no more than six (6) meetings in a calendar year to meet this requirement). Other ways Members can support the CoC could take the form of serving as a Director, serving on a Standing Committee or Workgroup, advocating on behalf of CoC policies in state or local government, or conducting relevant trainings for the benefit of other agencies. A Member who has not performed any of these tasks in the past year may be asked by the Chair to assist with a specific task. Members who have not contributed to the work of the CoC may lose points in competitions for funding organized by the CoC. In extreme cases, a Member who repeatedly fails to assist with the work of the CoC after multiple opportunities and warnings may have their membership suspended by a majority vote of the Board of Directors.

**Section 4. Rights of Membership.** Members in good standing will be eligible to receive FMCoC participant letters confirming their role in the CoC-coordinated regional efforts, letters of support for funding applications (if approved through the Letter of Support policy below), will be eligible to participate in CoC-facilitated trainings, will receive notices of CoC activities, may join the FMCoC listserv, may be eligible to apply for local, state, and federal funding that is

distributed through the CoC, and will be entitled to cast one vote per Member in General Membership meetings and elections.

**Voting:** CoC Members will vote through their Voting Member, or, if the Voting Member is not available, by one Alternate Member. The Voting Member and Alternate Member are named in the annual application to the CoC. If the Voting Member or Alternate Member must be changed after the application is submitted, the new Voting Member or Alternate Member must be named, in writing to the CoC Secretary and Chair with a CC to the CoC's general email address listed on the website, 3 business days in advance of the start of any vote or meeting. If both Voting and Alternate Members of an agency are unavailable, then the agency may not vote at that meeting.

**Participant Letters:** To request a FMCoC participant letter, a CoC Member must submit a request for the letter to the CoC's email address no later than 5 business days before the signed letter is due back to the Member. CoC staff will check the membership status and if the requestor is a CoC Member in Good Standing, forward the request to a CoC Officer to sign and return a Participant Letter to the requestor.

**Letters of Support:** the FMCoC is committed to fostering collaboration with agencies working to address homelessness by providing housing and/or services to individuals or families who are experiencing homelessness or at-risk of homelessness within the FMCoC's geographic area of Fresno and Madera Counties. Therefore, upon request, the FMCoC may provide Letters of Support for CoC Members in Good Standing working within the FMCoC that are responding to local, state, and federal Requests for Proposal to address homelessness. Organizations seeking FMCoC Letters of Support should demonstrate, as described below, how their proposed project is aligned with the FMCoC's mission to develop, promote, and implement strategies to end homelessness.

All requests for Letters of Support must be for projects that align with the local CoC, State and Federal priorities and policies, with commitment to implementation of best practices. Best practices include, but are not limited to, participating in the Homeless Management Information System (HMIS), the Coordinated Entry System, and utilizing Housing First practices.

**Letters of support should not be requested for Requests for Proposal being administered by the CoC (through an Administrative Entity for the CoC or through the Collaborative Applicant for the CoC).** Local CoC policies, Governance, and Written Standards for projects are available for review on the CoC website.

To ensure a consistent and transparent process for the provision of Letters of Support, the CoC has established the following procedure outlined below:

The CoC Officers (Chair, Vice Chair, and Secretary) have been authorized by the FMCoC to:

- Receive the requested Letter of Support
- Review submitted materials for Letter of Support

- Produce the Letter of Support on the CoC letterhead, signed by the CoC Chair or Vice Chair

**Process to Request a Letter of Support:**

1. All requests for Letters of Support from the CoC shall be emailed to the CoC's email address. Requests for Letters of Support may only be made by CoC Members in Good Standing and funding must be for use within the geographic boundaries of the FMCoC.
2. Requests should be submitted no later than 10 business days before the grant application is due to ensure adequate response time. If this deadline cannot be met, an explanation as to an emergency request should be included.
3. The following information must be included in the request:
  - a. Email:
    - i. Contact information for a response,
    - ii. Whether the agency requesting the Letter of Support is a CoC Member in Good Standing,
    - iii. Where the services/housing/funding will be offered/used (geographic locations),
    - iv. Date the Letter of Support is needed, the name of funding opportunity, and the total dollars being requested,
    - v. Whether the agency currently utilizes or will utilize the Coordinated Entry System for project referrals,
    - vi. Whether the agency currently utilizes or will utilize the HMIS or a comparable database,
    - vii. Whether the proposed project will be Housing First, and
    - viii. Whether this is a renewal grant that has previously been awarded a Letter of Support from the CoC.
  - b. Draft Letter of Support (the template is included [HERE](#) as a hyperlink and included below as Attachment A) that should, at a minimum, include:
    - i. Name of the organization making the request and the funding opportunity
    - ii. Project description and objective
    - iii. Target population and geographic area
4. The CoC will review the request and contact the agency requesting the Letter of Support if further information is needed. Once the request is complete, CoC staff will forward the request to the CoC Chair, Vice Chair, and Secretary.
5. If approved by a majority of the reviewing Officers, CoC staff will put the letter on CoC letterhead, and the Chair or Vice Chair will sign the Letter of Support and CoC staff will return it to the agency. CoC staff will add the signed letter to the meeting packet at the next CoC Board and General Membership meetings.
6. If the request does not receive approval, an Officer will notify the requesting agency of the decision.
  - a. There are certain conditions in which a Letter of Support may not be given. The following are examples of why a request may be denied:

- i. If a request is made less than ten business days before the grant application due date.
- ii. If the agency has lost funding through the CoC or ESG programs for poor performance.
- iii. If the project is for a population with which the CoC has no experience/is not a project related to homelessness.
- iv. If the agency refuses to adhere to CoC, State, and/or Federal policies, standards, and best practices.

#### **HMIS License Fee Waiver Requests:**

It benefits the FMCoC to have all projects that contribute to the annual Housing Inventory Count (HIC) entering their data into the CoC's Homeless Management Information System (HMIS). The CoC's HMIS fee schedule can be found in the HMIS policies and procedures. However, CoC Members in Good Standing may request that the CoC pay for their HMIS licenses in the following situations:

1. The project is included in the HIC;
2. The project is not mandated to use the Coordinated Entry System or HMIS through any of its funding sources;

Approval of fee waivers is subject to budget availability. Additionally, staff working on this project will need to pass the HMIS entry test and meet the local HMIS data quality standards, as well as ensure that they are responsive to annual HIC requests.

For more information regarding the process to become an HMIS participating agency, please refer to the section of Agency Training in the HMIS policies and procedures Manual.

#### **Number of Licenses:**

A maximum of two HMIS fee waivers will be approved per project request. Each project must have at minimum of two HMIS users. Additional waivers will be considered on a case by case per request.

#### **Procedure to Request Fee Waivers for HMIS Licenses:**

To request that the CoC pay for a project's HMIS fees, please submit the relevant form on the CoC website under the "HMIS tab" annually. **Fee waivers must be submitted each year the waiver is requested.** The CoC will review the form to ensure the project meets the above criteria, there is budget for the request, and if approved, to schedule testing.

1. Submit the **HMIS Fee Coverage Request Form**, which can be found under the "HMIS" tab on the Fresno Madera Coc Website. A maximum of two HMIS licenses may be granted per request.
2. The form will be reviewed by CoC staff.

3. If the request passes preliminary requirements, the request is sent to the Chair, Treasurer, and HMIS Administrator for approval and to verify available funding sources.
4. Upon approval, requestor will meet with HMIS Administrator to determine system needs for the project, then be scheduled for HMIS training and testing. Completing access will revert to the HMIS policies regarding testing requirements.

## **Section 5. Preparing Applications for Funds.**

**HUD CoC Funds:** The FMCoC shall design, operate, and follow a collaborative process for the development of a CoC application to HUD. The Department of Housing and Urban Development (HUD) requires each Continuum of Care (CoC) to designate a Collaborative Applicant. The Collaborative Applicant is<sup>1</sup> the eligible applicant designated by the Continuum of Care (CoC) to collect and submit the CoC Registration, CoC Consolidated Application (which includes the CoC Application and CoC Priority Listing), and apply for CoC planning funds on behalf of the CoC during the CoC Program Competition. The Collaborative Application is considered final and approved for submission to HUD after the CoC Chair, Vice Chair and Collaborative Applicant representative (and anyone else whom they designate) have reviewed the CoC application. Further details on the roles and responsibilities of the Collaborative Applicant are set forth in the Written Standards, which are incorporated into this Governance Charter in so far as they set forth those roles and responsibilities.

As needed, the CoC Board has the authority to initiate a Collaborative Applicant performance review of the current Collaborative Applicant, and determine whether it will change the Collaborative Applicant or continue to designate the current Collaborative Applicant. That decision will be made and voted on at a CoC Board meeting.

If the Board decides to complete this performance review, the CoC Board will do the following:

- Form a workgroup made up of non-conflicted CoC Board members to lead the performance review, which will include the following at minimum:
  - Review MOU between the CoC and Collaborative Applicant and status of agreed upon work,
  - Review CoC staffing and associated performance,
  - Review status and outcomes of project monitoring and performance evaluation outcomes,
  - Review timeliness of submissions of the CoC NOFO and other reports to HUD.
- The designated workgroup will present the results of the Collaborative Applicant performance to the CoC Board for consideration, along with a recommendation as to

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<sup>1</sup> <https://www.hudexchange.info/faqs/2322/what-is-a-collaborative-applicant/>

whether to continue to designate the existing Collaborative Applicant or procure a new Collaborative Applicant.

- The CoC Board will vote on the recommendation.

**Collaborative Applicant Selection Process:** If the CoC Board determines that it needs a new Collaborative Applicant, or if the existing Collaborative Applicant decides that it does not want to continue to be the Collaborative Applicant, the CoC Board will:

- Form a workgroup made up of non-conflicted CoC Board members to manage the procurement process.
- Use a Letter of Interest (LOI) to procure a new Collaborative Applicant. The LOI does not need to be posted publicly. When considering what to include in the LOI, the CoC will consider the following:
  - Are they an eligible entity (described below) in good standing with HUD?
  - Does the entity have the staffing and capacity to perform the responsibilities set forth in the CoC's Governance Charter as the responsibility of the Collaborative Applicant?
  - Does the entity have fiscal and grant management procedures in place to administer the CoC planning grant? This includes: adhering to required internal controls, recordkeeping policies, and timeliness requirements; preparing budgets; ensuring expenses are eligible.
  - Will they commit to serving the entire geographic area?
  - How will the CoC or entity provide Planning Grant match?
- After the procurement process, the CoC Board Workgroup will make a recommendation to the CoC Board and the CoC Board will vote on the new Collaborative Applicant.
- The CoC and Collaborative Applicant will enter into a Memorandum of Understanding for five years (or shorter if recommended by the CoC Board), and once signed, the designation will be formalized in the Governance Charter during the next round of review and updates.

The FMCoC designates the Housing Authority of the City of Fresno (the "FHA" or the "Collaborative Applicant") as the Collaborative Applicant to collect and combine the required application information from all applicants for HUD CoC funding. If the FHA is unable or unwilling to serve as the Collaborative Applicant, the FMCoC may choose to designate an alternative Collaborative Applicant for HUD CoC funding by formal General Membership majority vote.

**Other Funding:** the FMCoC designates the County of Fresno as the administrative entity to apply for, collect, receive, and distribute all grant funding that is allocated to the CoC, including but not limited to, HCD-granted ESG, Homeless Emergency Aid Program (HEAP), Homeless Housing Assistance and Prevention (HHAP), and any other relevant state or federal funding.

**HMIS Lead Agency and Administrator:** The FMCoC shall designate a single HMIS for the FMCoC and an eligible applicant to serve as the CoC's HMIS Lead Agency. The HMIS Lead Agency selection process will mirror the Collaborative Applicant selection process described above.

When possible, the Collaborative Applicant and HMIS Lead Agency should be designated to the same entity.

The FMCoC designates the Housing Authority of the City of Fresno (the "FHA" or the "HMIS Lead Agency") as the HMIS Lead Agency and Administer for the CoC's HMIS.

The FMCoC may choose to designate an alternative administrative entity for a specific grant program for a specific grant year by CoC Board majority vote. However, if no such vote is taken, then the administrative entity for any homeless grant program that would normally be administered by the CoC is designated in advance as the County of Fresno. No specific vote is needed to authorize the County of Fresno to serve as an administrative entity for any grant of funding for homeless housing and/or services; all such grants within the FMCoC are presumed to be delegated to the County of Fresno unless and until the FMCoC explicitly specifies otherwise.

In the event that the FMCoC is likely to lose at least \$1 million in funding as a result of its inability to file grant applications using its standard procedures, the Chair or any three Directors acting together may declare a state of minor emergency. During a minor state of emergency, the Chair or any three Directors acting together may take all action on behalf of the FMCoC as if that action had been approved by both the full Board of Directors and the full General Membership, except that no amendments to this Governance Charter shall be made during any state of emergency and no minor state of emergency shall be extended beyond 15 days.

**Coordinated Entry Management Entity:** The FMCoC will designate for the FMCoC and an eligible applicant to serve as the CoC's Coordinated Entry Management Entity. The CES Management Entity selection process will mirror the Collaborative Applicant selection process described above. The FMCoC designates Poverello House as the Coordinated Entry Management Entity.

**Section 6. General Membership Meetings.** The FMCoC General Membership typically meets once per month. The FMCoC Board of Directors will develop a 12-month calendar of regularly scheduled meeting dates, times, and locations, which will be distributed by the FMCoC Secretary using the FMCoC website, the FMCoC listserv, and/or another form of social media at least one month in advance of the first meeting of the year. Meeting minutes, agendas, supporting documents, and any changes to the calendar will likewise be distributed to the Membership as soon as possible. General Membership meetings are open to the public.

The FMCoC Chair or their designee will preside over General Membership meetings. The FMCoC Secretary or the Chair's designee will call attendance at the beginning of each General Membership meeting. Voting Members may answer "present" for their Member agency. Alternate Members may not answer "present," but instead must state their full name so that the Secretary can verify that meetings are being attended by the correct representatives.

**Section 7. Quorum.** A quorum of fifty percent plus one (50% + 1) Member of the CoC shall be present at any regular or specially scheduled meeting in order for the CoC to engage in formal decision making. CoC Members who are conflicted from voting on certain items still

count towards quorum for the vote. A CoC General Member is conflicted from voting and should-recuse themselves when:

They have an issue-specific conflict of interest, including:

**Participation in Contracts:** Participating in the selection, award, or administration of a contract for funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the CoC Member or their Agency (through employment, having an ownership interest in the agency, or having a services compensation relationship with the agency) has a financial or other interest in the individual or agency selected for the award (e.g., the Member's agency is being recommended for funds).

They have a general Conflict of Interest:

A CoC Member or their Agency has a financial interest that compromises or could compromise the Member's independence of judgment in exercising their responsibilities to the CoC.

See Section 8: Conflicts of Interest below for additional information.

**Section 8. Special Meetings.** Special meetings of the General Membership shall be called upon the request of the Chair, Vice Chair, Secretary, or Treasurer. Notices of special meetings shall be sent out by the Secretary to the Membership at least 24 hours in advance. Members may attend and record votes at special meetings by phone, an email before the meeting, and/or videoconference.

At all special meetings where any substantive matter is brought to a vote, the Chair shall arrange to either provide an option for voting by phone or videoconference, or an option for voting by e-mail, or both. If no such option is available, then the vote is not valid.

### **Section 9. Voting Without Calling a Special Meetings**

In lieu of calling a Special Meeting to vote on an urgent item, a majority of the CoC Officers (Chair, Vice Chair, Secretary, and Treasurer) may review and approve a request for a vote over email only. When the CoC Officers send an email with a request for a vote outside of a meeting, the email must be to all CoC Members on the CoC Member listserv and include:

- A summary of what is being voted on, along with any associated written materials for review and approval;
- Instructions about the manner and how to vote (i.e., over email, to vote "yes" or "no", how to abstain (a failure to respond or vote is not an abstention), and who is conflicted from voting and should abstain).
- The timeline for voting, which will be set by the Board of Directors and shall be no less than 24 hours.

**Section 10. Voting.** Each Member receives one vote, and a simple majority vote of all votes cast is required for the Membership's business. A Member who abstains is not considered to have cast a vote.

## Article III. Board of Directors

**Section 1. List of Directors.** The CoC shall establish a Board to act on behalf of the CoC. The Board of Directors shall consist of 10, 11, or 12 Directors, as follows:

- Chair
- Immediate Past-Chair (if not otherwise a Director)
- Vice-Chair
- Secretary
- Treasurer
- A Representative of the Housing Authority from the county in the FMCoC's geographic area with the largest total population
- A Regional Representative from the County of Fresno
- A Regional Representative from the County of Madera
- A Regional Representative from the city in the FMCoC's geographic area with the largest total population
- A Regional Representative from the city in the FMCoC's geographic area with the second largest total population
- One (1) Officer at Large
- One Officer at Large that is Homeless or Formerly Homeless (preferably within the past 7 years).

The Immediate Past-Chair position is a non-voting, non-elected, advisory position with a maximum two-year term.

The four Regional Representative positions are held in an institutional capacity and are appointed by the jurisdictions every two years. If one of these Directors leaves their current employer, then the relevant jurisdiction shall promptly appoint a new Director, without the need for elections by the CoC.

The Homeless or Formally Homeless Officer at Large position is appointed by the FMCoC Lived Experience Advisory Board (LEAB) every two years, without the need for elections by the CoC. Unless there are special circumstances, the appointed LEAB member should be the LEAB Chair or the Immediate Past Chair. If the appointed LEAB Officer at Large leaves the LEAB or can no longer serve on the Board, then the LEAB shall promptly appoint a new Director, without the need for elections by the CoC.

The Housing Authority position is appointed by the Housing Authority from the county in the FMCoC's geographic area with the largest total population every two years. If the person delegated by the Housing Authority to serve as a Director leaves their current employer, then the Housing Authority shall promptly appoint a new Director, without the need for elections.

All other Director positions are held in a personal capacity for two year terms: if a Director leaves their current employer but is still able and willing to discharge all of their responsibilities,

then the Director may optionally choose to become a Member of the CoC in their individual capacity and finish out their term and/or run for re-election. If the Director is unable or unwilling to complete their term, then they may resign, and a special election will be held at the earliest convenient opportunity. Director positions do not have Alternates.

No person or agency may hold more than one Directorship at a time, so when a person or agency is elected to the Chair, Vice-Chair, Secretary, or Treasurer, then their other Directorship should remain vacant. This includes agencies that have related or overlapping leadership. Though jurisdictions may have more than two CoC voting memberships, for the purposes of the Board of Directors, jurisdictions are limited to two Directorships at one time and only two jurisdictional representatives can run for a CoC Board position concurrently. Each jurisdictional representative should be from a separate jurisdictional department, which is defined as a section of a jurisdiction that is led by a department head that is either appointed by the jurisdiction's governing body or is elected by the citizens of that jurisdiction. If more than two jurisdictional representatives are nominated to run for an elected position on the Board of Directors, then the jurisdiction will be notified and requested to make an immediate determination as to which nominations to put forth on the ballot. Agencies providing system-level leadership are also required to send a non-voting representative to CoC Board meetings to provide advisory support. This includes: a representative from the HMIS Lead Agency or Administrator (if different), the Coordinated Entry Management Entity, the CoC's Collaborative Applicant, and the CoC's Administrative Entity.

Changes made to this section of the Governance do not take effect until the next time Officer elections/terms of Office are up.

**Section 2. Term of Office.** An ordinary term of office for a Director lasts for approximately two (2) years. There is one general election each year. A Director will normally be installed at one election (e.g., April 2022), then hold their seat automatically during the second election (e.g., April 2023), and then either resign or stand for re-election during the third election (e.g., April 2024). There are no term limits; Directors may repeatedly seek re-election if they remain qualified.

If a Director takes office via special election, then the Director's term of office will be less than two years; their term shall run only until the next general election at which their position is scheduled to be voted on (see the below even/odd-numbered years schedule). At that general election, the Director may run for re-election as normal.

Upon the completion of the Chair's term, if the Chair is not re-elected to any other Directorship, then the Chair is entitled to automatically claim a Directorship as the Immediate Past Chair. The Immediate Past Chair is not an elected or voting position. The Immediate Past Chair will serve one full term of 2 years in an advisory capacity to provide continuity to the Board. After the two-year term, the Immediate Past Chair must vacate their seat. If the Immediate Past Chair wishes to remain on the Board of Directors after their two-year term as Immediate Past Chair, they will need to run for and be elected to another office for which they qualify.

During even-numbered years (e.g. 2022, 2024, 2026), elections will be held for the Chair and Secretary. During odd-numbered years (e.g. 2023, 2025, 2027), elections will be held for the Vice-Chair, Treasurer, and Officer at Large. This schedule should be adhered to even if it causes some directors to serve a term that is unusually short or unusually long.

**Section 3. Qualifications for Office.** All Directors must be and remain members in good standing of the FMCoC in order to run for office or maintain their office. In addition, the Vice Chair must have been a member in good standing of the FMCoC for at least two years prior (in their individual capacity, regardless if they have switched agencies during that time) to their election or appointment as Vice Chair. The Chair must have either served as Vice Chair for any period of time, or must have previously served at least one full two-year term as a Director. These qualifications are tracked by the CoC Secretary and/or Treasurer and may be temporarily waived by a two-thirds vote of the General Membership, but only if they determine that there are no viable or willing candidates who meet the qualifications.

**Section 4. Scheduling Elections.** Each year, the Chair shall select a meeting of the General Membership at which to hold an election for the Board of Directors whose terms are expiring. The meeting should take place on, by or before the April CoC General Membership meeting.

At least 28 days in advance of the meeting, the Chair will announce the date of the election, announce which positions are available to be filled, and invite interested parties to submit applications, which shall be due by the close of business five business days before the elections.

At least 72 hours in advance of the meeting, the Secretary will distribute all valid applications that have been received to the General Membership for their review, and shall announce the correct date, time, and location of the meeting.

**Section 5. Method of Elections.** At the election meeting, there shall be an opportunity for discussion of all applicable candidacies. The current Chair has discretion to determine the length and format of this discussion. Following the discussion, all General Members in good standing (see Article II, Section 3: Obligations of Membership) may cast a vote by secret ballot. The votes shall be counted and the count should be confirmed by two different Directors before being announced. After all elections have been concluded, the newly elected directors will replace outgoing directors and immediately begin their term of service.

**Section 6. Filling Vacancies / Special Elections.** Ordinarily, if one or more Directors' seats become vacant for any reason, the Chair shall call a special election to fill those seat(s). The date, time, method, and location of the special election shall be publicly announced at least 72 hours in advance, each Member will be entitled to one equal vote, and the special elections shall be concluded not more than 60 days after the seat(s) become vacant. Subject to these requirements, the Chair may use any format or method for the special election.

If the Chair's seat becomes empty for any reason, then the Vice-Chair will automatically assume the Chair for the remainder of the former Chair's term, and the Vice-Chair position will be considered vacant. The new Chair will then call a special election as described above.

**Section 7. Board Meetings.** Ordinarily, meetings of the Board of Directors will be held on a monthly schedule published in advance, with agendas and any scheduling changes distributed to each Director via e-mail. Special meetings of the Board may be called upon the request of the Chair or one-third of the current Directors. Notices of special meetings shall be sent in writing by the Secretary to the Board at least 24 hours in advance. Similarly, the Chair or one-third of the current Directors may call for a special vote on specific topic(s), and may offer the option for votes to be tallied via e-mail. Special votes must be announced in writing by the Secretary to the Board at least 24 hours in advance of when the votes are due. Board Meetings are not ordinarily open to the public. The CoC Board may designate non-Member attendees to regularly attend Board Meetings to provide updates to the Board, including the HMIS Lead or Administrator and the CES Management Entity.

#### **Section 8. Conflict of Interest and Recusal Process.**

See the CoC's Conflict of Interest Policy below. Each Fresno Madera Continuum of Care (FMCoC) Board Director, member, employee, agent, CoC lived experience representatives, LEAB or Youth Advisory Board (YAB) member, or consultant (together all listed as "member" or "members" throughout the policy) is expected to uphold certain standards of performance and good conduct and to avoid real or apparent conflicts of interest.

The Conflict of Interest Policy is intended to supplement but not replace any applicable state or federal laws governing conflict of interest applicable to nonprofit and charitable organizations. A conflict of interest is a breach of an obligation that has the effect or intention of advancing one's own interest in a manner detrimental to the organization. Conflicts of interest, and even the appearance of a conflict of interest, must be avoided. Members are to conduct themselves at all times with the highest ethical standards in a manner which will bear the closest scrutiny. Members shall report possible conflicts of interest at such time as reasonably possible after the conflict arises and receive guidance from the Board on the issue, including, if necessary, recusal from participating in discussion or voting on a particular matter in which a conflict of interest exists. For any matter that involves a decision on funding for which a member is a recipient, that member must recuse himself. In order to prevent a conflict of interest, members may not:

- Participate in or influence discussions or decisions concerning the selection or award of a grant or other financial benefit to an organization that he/she has a financial or other interest in or represents, except for the CoC Board itself
- Solicit and/or accept gifts or gratuities by anyone for their personal benefit in excess of minimal value
- Engage in any behavior demonstrating an actual conflict of interest or giving the appearance of any such conflict

Members with a conflict of interest will inform the CoC Board of the conflict and excuse themselves from the meeting or deliberations during such discussions. The Board Chair or its administrative

designee shall track which Board or CoC members have conflicts of interest and help to ensure such members do not participate in discussions or decisions in which the members have a conflict.

Each member must annually sign a *Code of Conduct and Conflict of Interest Policy Agreement* to demonstrate that the individual is aware of and agrees to abide by this policy. Any failure to adhere to the policy may result in disciplinary action. Disciplinary action may include, but is not limited to:

- Oral warning
- Written warning
- Suspension
- Termination

The CoC Board must keep records showing compliance with code of conduct and conflict of interest requirements, including documentation of a signed policy acknowledgment by all CoC Board members. The Board will maintain any records supporting exceptions to the conflicts of interest policy as required by 24 CFR part 578.95.

**Section 9. Quorum.** A quorum of fifty percent plus one (50% + 1) member of the currently seated Board of Directors shall be present at any regular or specially scheduled meeting in order for the Board to engage in formal decision making. Board members who are conflicted from voting on certain items still count towards quorum for the vote.

**Section 10. Voting.** Each non-conflicted Director receives one vote, and a simple majority vote of all votes cast (51%) is required for the Board's business. A Director who abstains is not considered to have cast a vote.

**Section 11. Resignation, Termination, and Absences.** A Director may resign from the Board, effective immediately, by transmitting their resignation in writing to the Secretary and Chair. If a Director has missed more than three (3) regular meetings during the same calendar year, including any mix of General Membership meetings and/or Board of Director meetings, then the Secretary or Chair may announce this fact at any Board meeting. If the Director is present at that Board meeting, they may briefly reply to explain their absences. If the explanation is unsatisfactory, or if the Director is not present, then the Director's seat shall become vacant after a majority vote by the remaining non-conflicted Board members. A Director may be removed for other reasons by a three-fourths vote of the remaining Directors.

**Section 12. Duties of Specific Directors.** Directors shall fulfill responsibilities as set forth below:

- **The Chair:** the Chair shall convene and preside over meetings of both the Board of Directors and the General Membership.
- **The Vice-Chair:** the Vice-Chair shall maintain a list of the chairs, and meeting times of each Standing Committee and shall encourage each Standing Committee to meet on a

regular basis. The Vice-Chair shall preside over meetings when the Chair or the Chair's designee is not available.

- **The Secretary:** the Secretary, along with the Treasurer, shall maintain a list of the membership (including the members in good standing) and shall be responsible for keeping records of actions of both the General Membership and the Board of Directors, including overseeing the taking of minutes, sending out meeting announcements, distributing copies of minutes and the agenda, and assuring that all records are maintained. The Secretary manages the CoC Member application process, including assisting with approved Member excused absences. The Secretary shall preside over meetings when neither the Chair nor the Vice-Chair is available.
- **The Treasurer:** the Treasurer, along with the Secretary, shall maintain a list of the membership (including the members in good standing) and shall arrange for the funds of the CoC to be securely deposited, shall prepare an annual budget, and shall make financial information available in response to all legitimate requests. The Treasurer manages the CoC Member dues process with the Secretary. The Treasurer manages the stipend policies, attendance tracking, and stipend payments for the FMCoC LEAB.
- **The Public Housing Authority (PHA) Representative:** PHAs are a critical partner in a community's effort to end homelessness, and their participation in a CoC is and in local decisions about addressing homelessness are essential to its success. The Housing Authority representative shall serve as a main point of contact for CoC outreach and communication to PHAs and will provide expertise on CoC-PHA joint funding applications.
- **The Immediate Past Chair:** The Immediate Past Chair shall provide continuity to the Board of Directors and shall assist the other Directors in carrying out their duties. The Immediate Past Chair is an advisory position and does not vote.
- **The Officer at Large:** The Officers at Large shall assist the other Directors in carrying out their duties.
- **The Officer at Large that is Homeless or Formerly Homeless:** will assist the other Directors in carrying out their duties; will provide lived expertise to the Board for Board decision-making; will lead the lived experience "feedback loop" between the Board, the CoC, and the LEAB by reporting out to the CoC Board and General Membership regarding LEAB feedback, LEAB meetings, and other LEAB initiatives.
- **The Regional Representatives:** The Representatives shall assist with the Point-in-Time Count for their region and shall assist the other Directors in carrying out their duties. The Representatives will also communicate the views of the CoC to their respective jurisdictions, advocate for the CoC's policies on homelessness, and keep the CoC informed about developments in their jurisdictions that affect homeless programs.

If one or more of these duties shall be assigned to any employee or contractor who may be hired by the FMCoC, then the Director who is responsible for those duties shall instead be responsible for communicating with the employee or contractor and ensuring that the employee or contractor performs those duties satisfactorily.

## Article IV. Committees

**Section 1. Delegation of Authority to Standing Committees.** A Standing Committee must have a fixed topic, a fixed meeting schedule, a fixed membership, and must be chaired or co-chaired by a Member of the CoC. Standing committees shall be reviewed as part of the annual review of the Governance Charter. The General Membership and/or the Board of Directors, by formal motion, may delegate some or all of their authority by creating Standing Committees. The motion that delegates the authority must clearly specify what the Committee is responsible for. A Committee that has received a grant of authority may conduct business within its scope without the need for approval of the delegating body. For example, if the General Membership delegates authority over all Coordinated Entry matters to the Coordinated Entry Committee, then the Coordinated Entry Committee can revise its policies and procedures or draft a participation agreement without seeking further approval from the General Membership. Standing Committees may have their own Bylaws and will elect their own Chairs (and other Officer positions, as described in the Committee Bylaws). The Committees will also set their own meeting schedule and Officer terms, but if they do not, Committee Chairs and Officers should be elected for two-year terms.

**Section 2. Membership of Standing Committees.** Committee Chairs will work with the CoC membership to recruit Fixed Committee Members ("Fixed Members") who will attend meetings regularly, count for quorum purposes, and vote (either on recommendations to be made to the CoC or for decision-making, depending on the grant of authority of the Committee from the CoC).

Unless the individual Committee Charters/Bylaws say otherwise, the Fixed Membership of the Coordinated Entry Committee will be made up of one member of each Coordinated Entry-Mandated agency (defined in the CES policies and procedures).

The Fixed Member does not need to be the same designated person each meeting, but each agency should come to the CES and HMIS meetings knowing who their Fixed Member is for voting purposes for each meeting. Fixed Members (other than for the FMCoC LEAB) are also required to be FMCoC Members in good standing. Since Standing Committees report to the CoC and CoC Board, the CoC Board has the authority to approve, deny, or remove Fixed Members and/or Committee Officers. Reasons include, but are not limited to, when Fixed Members are not meeting the qualifications outlined in this section or requirements listed in the Committee's own Charter/Bylaws.

Committees will be open to all who are interested in attending.

**Fixed Members:**

- To be in good standing and considered part of the Fixed Membership of a Committee, a Fixed Member must attend at least 75% of regularly-scheduled Committee meetings within the past 12 months, unless the Committee's Bylaws have different requirements.
- There may only be one Fixed Member per agency on each Standing Committee.

- The Committee Chair and any other Committee Officers count towards the Fixed Membership.
- Each Committee must have at least one FMCoC Board of Director as either a Committee Officer or Fixed Member.

Fixed Members will be accepted onto the Committee on an ongoing basis throughout the year. The CES and HMIS Committee Fixed Membership are clearly defined in this Charter, but the Fixed Members can otherwise be selected using any election process outlined in the Committee's bylaws/Charter.

**Section 3. Standing Committee Meeting Procedures.** Other than for the FMCoC LEAB, Standing Committee meetings are open to the public. Committee Chairs will make agendas available to the Fixed Members and post the agenda publicly on the CoC website at least 72 hours in advance of the Standing Committee meeting. Chairs will provide meeting summaries to Fixed Members within three weeks of the Standing Committee meeting and will post meeting summaries on the CoC website. A quorum of fifty percent plus one member (50% + 1) of the Fixed Membership of the Standing Committee shall be present at any meeting in order for the Committee to engage in formal recommendation or decision-making.

**Section 4: Standing Committee Officer or Chair Responsibilities.** The Officers or Chair is responsible for:

- Coordinating and leading Committee meetings, including roll call of Fixed Members for votes;
- Conducting outreach to the CoC Board, General Membership and those with lived experience to create a Fixed Membership;
- Making Committee recommendations to the CoC Board and General Membership;
- Tracking or delegating tracking of Fixed Member attendance, active participation and ensuring a quorum of Fixed Members is obtained for each Committee meeting;
- Scheduling and sending an annual meeting calendar to Fixed Members and for posting it on the CoC website.
- Providing written agendas in advance to Fixed Members and for posting them on the CoC website.
- Sending meeting summaries to Fixed Members and for posting them on the CoC website.
- Providing regular written or oral reports, as requested, to the CoC Board and/or General Membership.

**Section 5. Modifying a Committee's Authority.** Standing Committees and workgroups are overseen in all regards by the CoC. By simple majority vote, the General Membership and/or the Board of Directors may edit or recall part or all of the authority that they have granted to a Standing Committee at any time and for any reason. Similarly, a simple majority vote of the General Membership and/or Board of Directors may overrule or cancel any action taken by a Committee.

**Section 6. Ad Hoc Workgroups.** Groups of FMCoC Members, Directors, and/or the general public may be gathered from time to time to consider various policies, make recommendations, or otherwise further the work of the FMCoC. These groups may be referred to as subcommittees, and/or ad hoc workgroups, and will be convened and dissolved as necessary (e.g., for the Point In Time Count, Governance Workgroup, Grant Spend Workgroup, etc.). These groups are not Standing Committees and do not have any authority beyond their persuasive power. These groups do not have to follow the procedures and requirements for Standing Committees.

**Section 7. Examples of Standing Committees.** The FMCoC may wish to create Standing Committees on Finance, Evaluation, HMIS, Lived Experience Advisory Board, and Coordinated Entry.

- **HMIS Standing Committee:**
  - **Purpose:** The FMCoC HMIS Committee is an advisory body that supports and enhances the overall mission of the HMIS Lead Agency and the Fresno Madera Continuum of Care (FMCoC) by advising HMIS staff on functions related to compliance with Department of Housing and Urban Development and HMIS policies and guidelines.
  - **Membership:** Unless the individual Committee Charters/Bylaws say otherwise, the Fixed Membership of the HMIS Committee will be made up of an agency representative for each HMIS User.
  - **Duties and Activities:** The HMIS Committee members are responsible for providing advice and process improvement recommendations to HMIS staff, and responding to issues presented for consideration by the HMIS Lead Agency. Specific duties include but are not limited to the following:
    - Determining the guiding principles that should underlie the implementation activities of the FMCoC HMIS;
    - Determining and upholding data quality standards and timeliness standards;
    - Identify, develop, and implement strategies for improving HMIS data quality and timeliness;
    - Approving the software vendor;
    - Disseminate information about the HMIS database, the committee and its activities, policies, and procedures to FMCoC partners as needed;
    - Provide support to projects in their efforts to identify and diminish potential barriers to the use and improvement of the HMIS database;
    - Participate in decision-making, recommend policies, and develop procedures regarding HMIS;
    - Support coordination of CoC-wide activities.
  - **Meetings:** At a minimum, the HMIS Committee will meet quarterly. Meeting dates for the following year are set at the final meeting of the current year. Members are expected to attend a minimum of 75% of the regularly scheduled meetings. The HMIS Lead Agency will e-mail committee members the agenda for

- each meeting. Remote access to the meetings may be provided as needed and as possible, and remote participation will serve as attendance.
- **Officers:** The HMIS Lead Agency facilitates the FMCoC HMIS Committee. A representative of the HMIS Lead Agency will serve as the Chairperson of the Committee, serving also as the liaison between the FMCoC Board and the Committee. A representative of the HMIS Lead Agency will serve as the Vice-Chair and Secretary of the Committee.
  - **Voting:** All Fixed Committee Members will be allowed to vote. Membership must be established at least a week in advance of a meeting through written communication, i.e. email notification to the Committee Chair of interest and qualifications in the HMIS Committee. Quorum is not generally needed to conduct Committee meetings. Quorum will be called in to place for: 1. Change to the HMIS Committee Bylaws 2. Modifying HMIS Policies and Procedures 3. Vote to remove a committee member.

## **Article V. Local Policies (see Written Standards for full Policies)**

**Section 1. Education Policies.** All CoC and ESG projects assisting households with children or unaccompanied youth must comply with the requirements of CoC Program Interim Rule 24 CFR §578.23 including ensuring that individuals and families who become or remain homeless are informed of their eligibility for McKinney-Vento educational services. All CoC- and ESG-funded programs are expected to coordinate with local education authorities and school districts to ensure all children are enrolled in early childhood programs or in school and connected to appropriate educational services in the community and so that children and families at risk of homelessness may be connected to appropriate intervention. Each such program should keep a brief record of its annual efforts to coordinate with local education authorities, for example, calls or e-mails sent to educational officials, meetings attended, invitations sent, and so on. A short bulleted list would be sufficient.

**Section 2. Family Intake and Separation Policies.** CoC- and ESG-funded programs may not deny admission to any household on the basis that there is a child under the age of 18, deny admission to any member of the family, or otherwise separate family members, except that projects that serve a limited demographic approved by HUD or HCD will not be required to expand their client base as a result of this policy.

**Section 3. Unaccompanied and Parenting Youth.** In compliance with orders of priority for ESG-funded and CoC-funded housing and services, and using an assessment protocol, the CoC will prioritize housing and services for unaccompanied youth under age 18 and 18 to 24 based on factors such as vulnerability to victimization, length of time homeless, severity of service needs, high risk of continued trauma or harm, unsheltered homelessness history, and lack of access to family and community support networks. Unaccompanied youth under age 18 may be referred to the local child welfare agency; youth over age 18 will be referred to local youth housing/services providers and also will have access to the full range of CoC/ESG resources for which they are eligible.

**Section 4. Domestic Violence Survivors.** The privacy and safety of families and individuals fleeing domestic violence situations is of utmost concern to the FMCoC. As such, all efforts shall be made to ensure protection of the privacy and safety of domestic violence survivors. The FMCoC will comply with all requirements imposed by the Violence Against Women Act and will maintain a CoC-wide Emergency Transfer Plan that allows tenants who are victims of domestic violence, dating violence, sexual assault, or stalking, as provided in HUD's regulations at 24 CFR Part 5, Subpart L, 24 CFR 5.2005, and 24 CFR 578.99(j)(6)), to request and receive emergency transfers at the highest priority level in order to protect their safety. All recipients of CoC or ESG funding are likewise required to establish and maintain emergency transfer plans.

**Section 5. Participation in HMIS.** All CoC- and ESG- funded projects must ensure that data on all persons served and all activities provided under these federally funded programs are entered into the HMIS, in accordance with HUD's standards on participation, data collection, and reporting under a local HMIS. Victim service providers may use a comparable database, independent from the HMIS. All CoC- and ESG-funded projects must comply with the requirements in the Fresno-Madera CoC HMIS Policies and Procedures Manual.

**Section 6. Housing First.** All CoC, ESG, and State of California funded programs are committed to adopting a Housing First approach and reducing barriers for accessing their services.

**Section 7. Discharge Policies.** The FMCoC shall use all available resources and any leverage it may have with community partners to ensure that individuals discharged from the foster care system, the health care system, the mental health system, and the corrections system are not discharged into homelessness. The FMCoC will coordinate with state and local discharge planning efforts.

**Section 8. CoC-Wide Anti-Discrimination Policy.** The Fresno Madera Continuum of Care, the agencies funded by the CoC and/or ESG, the CoC's Coordinated Entry system, and their staff, volunteers, and interns are all committed to complying with all requirements regarding the HUD Equal Access Rule and all other all federal, state and local non-discrimination and privacy laws. The CoC's full anti-discrimination policies are contained in the Written Standards. CoC and ESG-funded providers shall not discriminate on the basis of any protected characteristic, including race, color, national origin, religion, sex, familial status, disability, or age. CoC-funded housing shall be made available to all otherwise eligible individuals regardless of actual or perceived sexual orientation, gender identity, or marital status.

**Section 9. CoC Advocacy Policy.** The Fresno Madera Continuum of Care Board will educate local policymakers and engage in advocacy (e.g., sending letters, having meetings, issuing public statements, speaking at public meetings, requesting additional information or

data about anticipated impacts) within the FMCoC without the prior approval of the CoC General Membership related to the following issues/positions:

1. **Reducing the criminalization of homelessness** (including proposed or existing laws or policies that criminalize homelessness) and adopting protocols that uphold civil rights and prioritize connections to housing and services, implementing community plans, or engaging and educating businesses. Per HUD, examples of criminalization include, but are not limited to: banning camping or sleeping in public; vagrancy, sitting, loitering, or begging in public places; evictions from homeless camps (homeless sweeps), restrictions on panhandling; and banning living in vehicles.
2. Engaging jurisdictions to **increase affordable housing and reduce barriers to housing development** within the CoC's geographic area. This includes engaging in advocacy within the FMCoC or to the State regarding reforming zoning and land use policies to permit more housing development or reducing regulatory barriers to housing development.
3. Engaging in advocacy as otherwise specified or encouraged by HUD or in future HUD CoC NOFOs.

CoC Members in Good Standing may request that the CoC issue letters or statements regarding other advocacy positions. These requests should be made to the CoC email address, and should include:

- A brief summary of the issue;
- How issuing the letter or statement aligns with the CoC's purpose (outlined in Section 2 above). This may include:
  - Issues that affect the health and safety of people experiencing homelessness, including issues related to discrimination or racial equity.
  - Issues raised by the LEAB or others with lived experience.

Upon receipt of the request, CoC staff will review the request and, if the subject matter is related to the CoC's purpose, expeditiously convene the CoC's Advocacy Workgroup to review and make a recommendation to the CoC General Membership for a vote.

## Article VI. Amendments

**Section 1.** This Governance Charter may be amended when necessary by the approval of the General Membership after review by the Board of Directors and the Governance Workgroup. The topic and general substance of any proposed amendment must be provided to the Secretary at least 10 days in advance of any meeting at which the amendment will be considered.

**Section 2.** The General Membership shall review this Governance Charter at least annually and shall be encouraged to make any necessary updates at that time.

## Article VII. Applicability

**Section 1.** All rules and requirements that apply to CoC-funded programs apply with equal force to any programs receiving any ESG funding in association with the geographic area of the Fresno-Madera Continuum of Care.

**Section 2.** If there is any conflict between applicable Federal and/or State statutes, rules or regulations and this Governance Charter, such statute, rule or regulation will prevail. If any provision of this Governance Charter is held invalid, the remainder of this Governance Charter will not be affected thereby.

### CERTIFICATE OF ADOPTION

#### Certificate by Secretary

I DO HEREBY CERTIFY:

That I am duly elected, qualified, and acting Secretary of the above organization; that the foregoing Governance Charter, comprising of 36 pages, the Governance Charter of said organization duly adopted at a meeting of the board and general membership thereof held on the 14<sup>th</sup> day of November, 2024.

Signed and Approved on

*Sara Mirhadi*

FMCoC Secretary

November 14, 2024

Attachment A – Letter of Support Template

[LEAVE THIS PORTION BLANK FOR FMCoC LETTERHEAD]

November 27, 2024

[Name of Recipient/Grantor]

[Title]

[Address]

[City, State, Zip]

***Re: Letter of Support from Fresno Madera Continuum of Care for [name of funding opportunity]***

To Whom It May Concern:

On behalf of the Fresno Madera Continuum of Care (FMCoC), please accept this letter as support of the [name of project/applicant] in implementing the [name of funding opportunity]. [Introduce project, describe it, and state its objective.]

The Fresno Madera Continuum of Care seeks to end homelessness within Fresno and Madera Counties by facilitating a coordinated, unduplicated and seamless service provision for the community's homeless population and by developing, promoting, and implementing strategies to end homelessness. As it pertains to this project, the FMCoC:

- [List any and all specific connections to FMCoC and their mission to explain why FMCoC supports this project including total dollars requested, the target population and geographic area].
- [If applicable: List any specific services which FMCoC has agreed to provide if the funding is granted (this is rare and must be supported by documented communication with CoC Board indicating the agreement)];

FMCoC is excited to support [name of project/applicant's] efforts to [description of project's objective or goal (e.g., improve the availability of substance use treatment for FMCoC's unhoused neighbors)].

We believe that our support and commitment are necessary to the functionality and success of the program, and we look forward to working with [applicant].

Sincerely,

---

[Name]

---

Date

[Title]

Fresno Madera Continuum of Care

## ATTACHMENT B

### FRESNO MADERA COC CODE OF CONDUCT AND CONFLICT OF INTEREST POLICY

Each Fresno Madera Continuum of Care (FMCoC) Board Director, member, employee, agent, CoC lived experience representatives, LEAB or Youth Advisory Board (YAB) member, or consultant (together all listed as "member" or "members" throughout the policy) is expected to uphold certain standards of performance and good conduct and to avoid real or apparent conflicts of interest.

The Conflict of Interest Policy is intended to supplement but not replace any applicable state or federal laws governing conflict of interest applicable to nonprofit and charitable organizations. A conflict of interest is a breach of an obligation that has the effect or intention of advancing one's own interest in a manner detrimental to the organization. Conflicts of interest, and even the appearance of a conflict of interest, must be avoided. Members are to conduct themselves at all times with the highest ethical standards in a manner which will bear the closest scrutiny. Members shall report possible conflicts of interest at such time as reasonably possible after the conflict arises and receive guidance from the Board on the issue, including, if necessary, recusal from participating in discussion or voting on a particular matter in which a conflict of interest exists. For any matter that involves a decision on funding for which a member is a recipient, that member must recuse themselves. In order to prevent a conflict of interest, members may not:

- Participate in or influence discussions or decisions concerning the selection or award of a grant or other financial benefit to an organization that he/she has a financial or other interest in or represents, except for the CoC Board itself
- Solicit and/or accept gifts or gratuities by anyone for their personal benefit in excess of minimal value
- Engage in any behavior demonstrating an actual conflict of interest or giving the appearance of any such conflict

Members with a conflict of interest will inform the CoC Board of the conflict and excuse themselves from the meeting or deliberations during such discussions. The Board Chair or its administrative designee shall track which Board or CoC members have conflicts of interest and help to ensure such members do not participate in discussions or decisions in which the members have a conflict.

Each member must annually sign a *Code of Conduct and Conflict of Interest Policy Agreement* to demonstrate that the individual is aware of and agrees to abide by this policy. Any failure to adhere to the policy may result in disciplinary action. Disciplinary action may include, but is not limited to:

- Oral warning
- Written warning
- Suspension
- Termination

The CoC Board must keep records showing compliance with code of conduct and conflict of interest requirements, including documentation of a signed policy acknowledgment by all CoC Board members. The Board will maintain any records supporting exceptions to the conflicts of interest policy as required by 24 CFR part 578.95.

Members are entrusted with specific responsibilities related to use of public funds invested in addressing homelessness. Members are expected to observe the highest standards of ethical conduct in the execution of these responsibilities. The FMCoC recognizes that each participating CoC member representative, in most instances, is employed by a responsible public, non-profit, or private sector agency or firm that has an adopted Code of Conduct or Employee Manual that governs the behavior of employees while conducting of business on behalf of their employer. However, all members, when deciding to participate in the CoC or its related meetings, activities, or events, members of the CoC, the CoC Board, Standing Committees, Workgroups, CoC employees/staff, and participants/attendees, etc. are agreeing to and expected to abide by the following Code of Conduct:

- A. Commit to the collective mission to end and prevent homelessness and support CoC projects and initiatives by working to ensure the collaboration/engagement of your own agency or constituency. This can include marshaling resources and changing policies and practices.
- B. Communicate the needs, requirements and hopes of the agency/constituency you represent while building toward consensus and activities that strengthen the collective impact effort and needs of the entire system.
- C. Express concerns and offer solutions or amendments during the discussion and/or public comment period of a proposal/analysis/policy.
- D. Do not dominate discussions; make space for and remain open-minded about differing views.
- E. Prepare for meetings by reviewing materials in advance.
- F. Be respectful, without harassment, or physical or verbal abuse. Unprofessional behavior is prohibited by this Code of Conduct, and includes, but is not limited to spoken, written, virtual, cyber-bullying, and physical conduct and expressions that are threatening, berating, vulgar, degrading, demeaning, or intended to show contempt or disdain for another. Such conduct is prohibited if it is directed at or relates to members, including Members of the CoC, the CoC Board of Directors, persons being served/housed by CoC agencies, and/or members of the public, whether or not they are present or observe the behavior.
  - a. The CoC is committed to a safe and respectful experience for all members and will have Zero Tolerance for physical violence and/or harassment of any kind.
  - b. The CoC defines harassment as any unwanted physical or communication-based conduct that offends or humiliates the recipient, that interferes with their ability to participate and learn or leads to adverse participation-related consequences, and that any reasonable person ought to have known would be unwelcome. Examples of harassment include, but are not limited to, racial or sexual slurs, name calling, racist or sexist jokes, negative stereotyping, physical assault, bullying, threats, demeaning pictures, posters and graffiti, texts, emails or social media posts shared with members.
  - c. Harassment includes the following categories of behavior, whether the behavior occurs once or many times:
    - i. **Discriminatory behavior:** Discrimination refers to treating people differently, negatively, or adversely because of one or more of the following prohibited grounds of discrimination: race, color, ancestry, place of origin, political belief, religion, age, sex, sexual orientation, marital status, family status, physical or mental disability, or criminal conviction.

- ii. Personal harassment: Personal harassment includes objectionable conduct, comment, or display made on either a one-time or continuous basis that demeans, belittles, or causes personal humiliation or embarrassment on the part of the recipient. It may or may not be linked to discriminatory behavior.
  - iii. Sexual harassment: Sexual harassment refers to any conduct, comment, gesture, or contact of a sexual nature, whether on a one-time basis or a series of incidents, that might reasonably be expected to cause offense or humiliation or that might reasonably be perceived as placing a condition of a sexual nature on employment, an opportunity for training or promotion, receipt of services, or a contract. Examples of behavior that can constitute sexual harassment include, but are not limited to:
    - 1. unwanted touching, patting or leering
    - 2. sexual assault
    - 3. inquiries or comments about a person's sex life
    - 4. telephone calls with sexual overtones
    - 5. gender-based insults or jokes causing embarrassment or humiliation
    - 6. repeated unwanted social or sexual invitations
    - 7. inappropriate or unwelcome focus/comments on a person's physical attributes or appearance
  - iv. Bullying: Bullying consists of behavior to attack and diminish another by subjecting the recipient to unjustified criticism and trivial fault-finding, humiliating the recipient (especially in front of others), and/or ignoring, overruling, isolating and excluding the recipient.
  - v. Poisoned environment: A poisoned environment is characterized by an activity or behavior, not necessarily directed at anyone in particular, that creates a hostile or offensive environment. Examples of a poisoned environment include but are not limited to: graffiti, sexual, racial or religious insults or jokes, abusive treatment of a member, and the display of pornographic or other offensive material.
  - vi. Physical violence or perceived harassment by a member should be reported to the CoC Officers.
- G. Abide by the CoC's Conflict of Interest policy, recusing yourself from decisions as appropriate.
  - H. Protect the security of any confidential information provided to, or generated by, the activities of the CoC.
  - I. Abide by the CoC's Anti-Discrimination policy.
  - J. Make it clear, when making public statements or speaking to the media on CoC matters, whether you are speaking in your own name/agency or if the CoC has empowered you to speak on the group's behalf.
  - K. Be an ambassador in the community on behalf of the collective impact effort to end homelessness in Fresno and Madera Counties.
  - L. This code of conduct also prohibits retaliation against any person who makes a complaint about a CoC Member's professional behavior.

M. Violations of any provision of the Code of Conduct may result in appropriate disciplinary action by the CoC Board, which may include censure, removal of CoC Membership, permanent disqualification from holding current or future CoC positions (or Standing Committee or CoC Board positions/Fixed Memberships).

**Code of Conduct and Conflict of Interest Policy Agreement**

I, \_\_\_\_\_, am a Board member director / member/ employee / agent/ consultant / CoC lived experience representative / LEAB / YAB member (*circle one*) of the FMCoC and in that position, I have read and understand the Code of Conduct and Conflict of Interest Policy of the Board and I agree to uphold these standards of performance and good conduct and to avoid real or apparent conflicts of interest.

I will not participate in or influence discussions or decisions concerning the selection or award of a grant or other financial benefit to an organization that I have a financial or other interest in or represent, except for the FMCoC itself.

Organizations that I or any member of my immediate family or partner<sup>2</sup> have a financial or other interest or a tangible personal benefit in are:

\_\_\_\_\_

\_\_\_\_\_

If and when such discussions or decisions occur and a conflict arises, I will inform the FMCoC of my conflict and excuse myself from the meeting or deliberations during those discussions.

I will not solicit and/or accept gifts or gratuities on behalf of the CoC by anyone for my personal benefit in excess of minimal value.

I will not engage in any behavior demonstrating an actual conflict of interest or giving the appearance of any such conflict.

I will not engage in unethical business practices or conduct that violates the law, including any payments for illegal acts, indirect contributions, rebates, and bribery.

I understand that any failure by me to comply with this code of conduct or conflict of interest policy could result in disciplinary action, which may include termination of my position from the CoC and civil and/or criminal penalties.

\_\_\_\_\_

<sup>2</sup> Generally you are required to report your community property share (50%) of your spouse's or registered domestic partner's salary. List their employer's name as the source of income. A spouse or registered domestic partner's government salary is not reportable (e.g., spouse is a teacher at a public school).

I have read and understand and agree to abide by the Code of Conduct.

---

Name [printed]

---

Signature

---

Date

**EXHIBIT B**

# Funding for Homeless Housing and Services in Madera County



## Congress

Congress allocates funds to federal agencies through a comprehensive budget process.



## Department of Housing and Urban Development (HUD)

HUD receives funding for its programs, one of which is the Continuum of Care Program (CoC).



## Fresno Madera Continuum of Care on Homeless (FMCoC)

FMCoC is one of the 400+ Continuum of Care (CoC) across the United States. FMCoC receives CoC funding for Madera and Fresno Counties.



## FMCoC Opens Applications for Agency Projects

Agencies across Madera and Fresno Counties apply for the available funding. The majority of these funds are used for the operations of existing projects.



## FMCoC Reviews Applications and Ranks Projects

FMCoC scores the submitted applications and organizes projects by tiers and ranks. This process determines the order in which projects receive funding.



## If Awarded, Agencies Receive Funding for Its Projects.

Agencies receive funding for the operations of its projects. The CoC funding for 2024-2025 will start being received by agencies in November 2025.



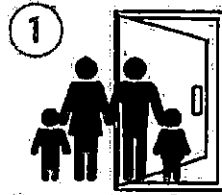
# **EXHIBIT C**



# Fresno Madera Continuum of Care Coordinated Entry System



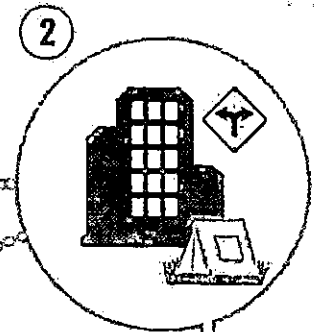
**Diversion:**  
Provide linkage to a self-resolution option or an available and appropriate Prevention Program (signs appear where diversion is performed)



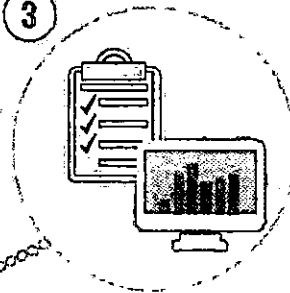
**1**  
Family or Individual experiencing a housing crisis



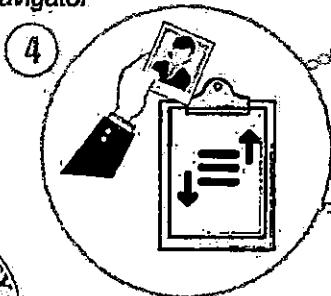
**Access Sites:**  
Diversion and/or linkage to the start of homeless verification



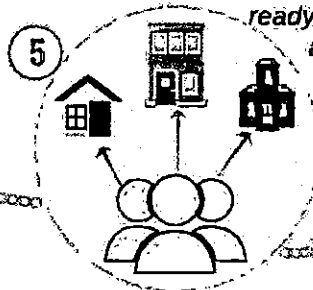
**Assessment - System Entry:**  
Identified and trained Assessors will enter Assessments into a database/ By Name List



**Prioritization/Navigation:**  
The client is prioritized based on the outcome of the assessment and is assigned a navigator



**Matching & Referral:**  
Navigator submits a Match Form once client is document ready. Matcher refers client to appropriate housing intervention



**Outcome:**  
Self Resolved through diversion outside of CES process

**Placement:**  
Client is placed in an available appropriate housing intervention



**EXHIBIT D**

*Addressing the Needs of our Community Since 1965*

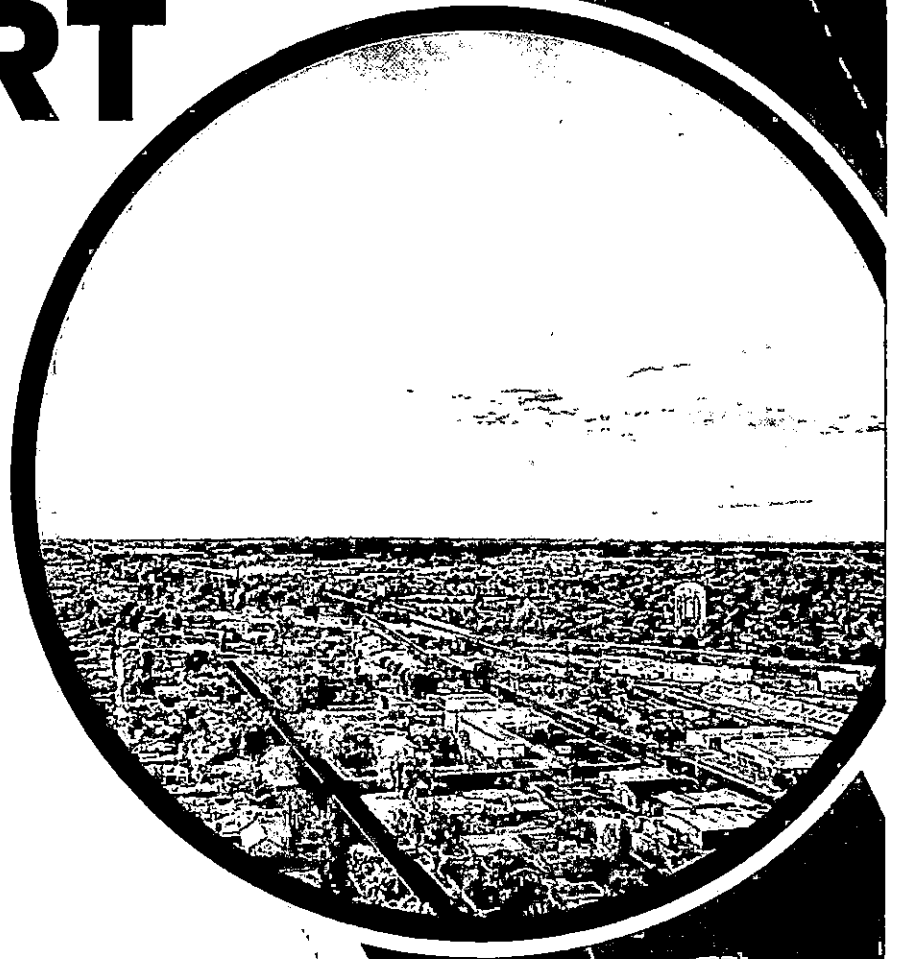


Helping People, Changing Lives.

**Community  
Action**

**PARTNERSHIP  
OF MADERA COUNTY**

# IMPACT REPORT 2024



+1 (559) 673-9173



[contactus@maderacap.org](mailto:contactus@maderacap.org)



<https://maderacap.org>



# Table Of Contents

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About Us _____	2
Message from the Executive Director _____	4
Mission & Vision _____	5
Strategic Goals _____	7
Indirect Programs _____	8
Financials .....	8
Human Resources .....	9
Information Technology.....	10
Programs & Service Impact _____	11
Child Care Alternative Payment and Resource & Referral Program .....	12
Community Services .....	14
Victim Services .....	18
Madera County Child Advocacy Center .....	23
Head Start .....	25
The Volunteer Income Tax Assistance (VITA) Program .....	27
Social Responsibility _____	28



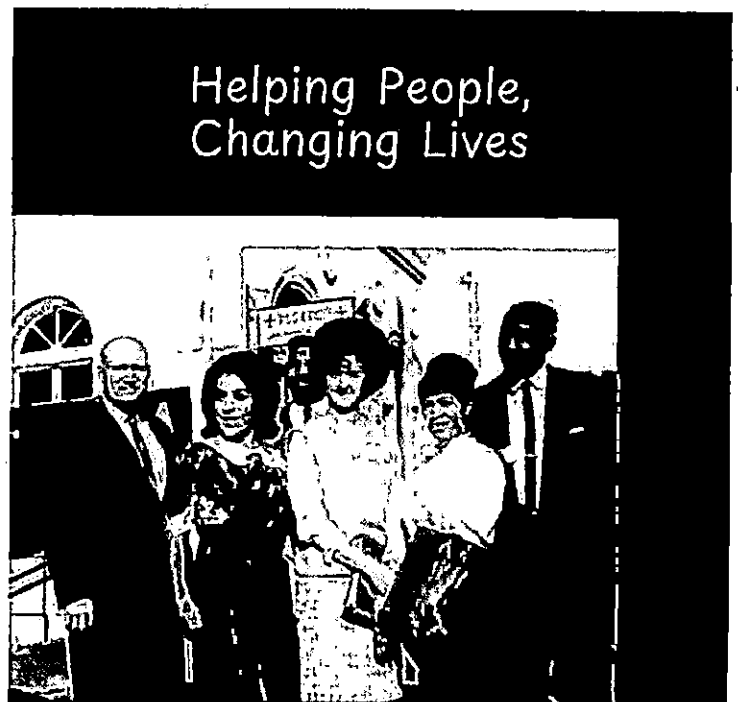
# About Us



As a public non-profit 501(c)(3) organization, Community Action Partnership of Madera County, Inc. (CAPMC) has been dedicated to igniting positive community and individual level change since its inception in 1965. For over five decades, CAPMC has emerged as a force of empowerment, amplifying the voices of the "at-risk" and "invisible" populations.

CAPMC's approach is not merely reactive but strategic, channeling resources into goal-oriented interventions that pave the way for lasting impact. While we extend a helping hand in times of crisis, our true mission is to cultivate a thriving community by providing families with a safe and healthy environment, challenging individuals to achieve prosperity, and fostering personal growth and independence.

As Madera County's anti-poverty agency, CAPMC serves the low to moderate income residents annually through a broad spectrum of programs and resources. At the cusp of its 60th anniversary, CAPMC - as part of the National Community Action network - stands as a pillar in the vitality of Madera County, proving an unwavering spirit of hope through an array quality services and a multitude of anti-poverty programs.



# Board of Directors

Public Officials

**Chairwoman Supervisor Leticia Gonzalez**  
Madera County Board of Supervisors and Finance Expertise

**Council Member Steve Montes**  
Madera City Council

**Council Member Jeff Troost**  
Chowchilla City Council

**David Hernandez, Vice-Chairperson**  
Madera Unified School District

**Deborah Martinez**  
Madera County Department of Social Services

Private Sector

**Debi Bray**  
Madera Chamber of Commerce and Finance Expertise

**Otilia Vasquez**  
Madera/Mariposa Head Start Representative

**Donald Holley**  
Community Affairs and Public Affairs Expertise

**Judge Eric LiCalsi - Chairperson**  
Madera County Judge and Attorney at Law

**Molly Hernandez**  
Early Childhood Education and Development Expertise

Low Income Areas

**Martha Garcia**  
Central Madera

**Sheriff Tyson Pogue, Secretary/Treasurer**  
Eastern Madera County

**Richard Gutierrez**  
Eastside/Parksdale

**Diana Palmer**  
Fairmead/Chowchilla and Finance Expertise

**Aurora Flores**  
Monroe/Washington

Community Services Block Grant (CSBG) is a federally funded grant that provides funding to Community Action Agencies to help alleviate poverty for 60 years. CSBG funded services and activities including housing, nutrition, utility, and transportation assistance; employment, education, and other income and asset building services; crisis and emergency services; and community asset building initiatives, among other things.

CSBG federal funding supports organizational standards that provide the foundation of governance at CAPMC, requiring that CAPMC Board must have a tripartite structure: one-third democratically selected representatives of low-income individuals and families who reside in the geographic area served by the agency, one-third local elected officials (or their representatives), and one-third private sector community members. This balanced board is essential for effective organizational guidance, compliance with fiduciary responsibilities as a board, and the performance of CAPMC's programs.

**Without CSBG  
CAPMC's Board  
Governance Structure  
Would Not Exist**



# Message From The Executive Director

## Celebrating 60 Years of Service: A Legacy of Compassion and Impact

Dear Staff, Friends and Supporters,

As we celebrate 60 years of service to the Madera County community, we reflect on the extraordinary journey of the Community Action Partnership of Madera County, Inc. (CAPMC). Since our founding, we have been committed to empowering individuals and families to achieve self-reliance and build a brighter future. This milestone is not just a celebration of time, it is a testament to the lives we've touched, the challenges we've overcome, and the enduring strength of our community.

Over the past year, despite the many obstacles we've faced, your unwavering support has been the cornerstone of our success. Thanks to you, we've been able to provide essential programs that have made a lasting difference for thousands of individuals. Whether it's helping someone secure safe shelter, offering life-changing counseling services to survivors of domestic violence, or providing educational opportunities to children in need, your commitment has helped make it possible.

This year alone, we've seen countless stories of transformation. Families are finding hope where there was once despair, individuals are discovering new pathways to self-sufficiency, and our community is growing stronger together.

But our work is far from over. As we look toward the future, we remain dedicated to expanding our programs, reaching more families in need, and ensuring that no one in Madera County is left behind. The road ahead is one of opportunity, and with your continued support, we know we can achieve even greater things.

We are deeply grateful to every volunteer, donor, partner, and advocate who has joined us in this mission. You are an integral part of the success we've experienced over these 60 years, and together, we will continue to build a future where everyone in our community can thrive.

Thank you for your dedication, your generosity, and your belief in the power of community. Together, we are helping people, changing lives, and shaping a brighter future for all.

**Here's to the next 60 years and beyond!**

In Service,

**Mattie Mendez**

Executive Director  
Community Action Partnership of Madera County, Inc. (CAPMC)





# MISSION

---

*Helping people, changing lives and making our community a better place to live by providing resources and services that inspire personal growth and independence.*

# VISION

---

*CAPMC will be a premier social service agency that eliminates the effects of poverty by helping people obtain knowledge and skills to achieve self-reliance and economic stability...one life at a time.*

# COMMUNITY ACTION PROMISE

---

*Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other."*



# Core Values

**Be open, honest and trustworthy in dealing with program participants, vendors, community partners and co-workers.**

- Be reliable - do what you say you'll do
- Have courage to do the right thing
- Build a good reputation.

## TRUSTWORTHINESS



**Treat others the way you want to be treated.**

- Value and honor all people
- Respect other people's time
- Judge others on character, ability and conduct; not on race, religion, gender, or what they have or don't have
- Listen to and acknowledge others
- Respect differing opinions
- Refrain from idle complaints

## RESPECT



**Think before you act.**

- Be self-disciplined
- Always do your best
- Be solution-oriented
- Set a good example
- Don't shift responsibility
- Apologize sincerely
- Accept and give praise
- Take pride in what you do -- set goals - climb high

## RESPONSIBILITY



**Be fair and just.**

- Treat people equally
- Make decisions without favoritism or prejudice
- Be open minded, hear people out, listen to them and consider what they have to say before making a decision
- Give people a reasonable benefit of doubt

## FAIRNESS



**Be kind.**

- Be compassionate
- Show you care
- Express gratitude.
- Forgive others
- Help people in need
- Be charitable and thoughtful
- Don't speak ill of others
- Think the best

## CARING



**Make your community better.**

- Volunteer
- Protect our environment, clean up, conserve, avoid pollution
- Follow Agency policies and procedures Promote continuous improvement
- Honor and respect democracy

## CITIZENSHIP



# Community Action Ethical Standards



# Strategic Goals

In our ongoing pursuit of excellence and meaningful impact, we have outlined strategic goals that will guide our efforts in the coming years. These goals are crafted to enhance our effectiveness, broaden our reach, and deepen our impact on the communities we serve. From expanding our programs to reaching new demographics, our strategic goals are designed to ensure that we continue to make a tangible difference in the lives of those who need it most. Through focused action and collaboration, we are committed to achieving these goals and furthering our mission of positive change.

**01 Premier Programs & Customer Service**  
Our programs achieve exceptional results and our customers are highly satisfied with the quality of customer service they receive.

**02 Operational Excellence**  
We have formal, integrated systems that enable the organization to achieve efficiency, effectiveness and exceed customer expectations.

**03 Community Partnering**  
We have an extensive, effective network of community partners that achieves tangible results for our program participants.

**04 Capacity Building**  
The capabilities of our organization and employees are strengthened to better meet the needs of our community.



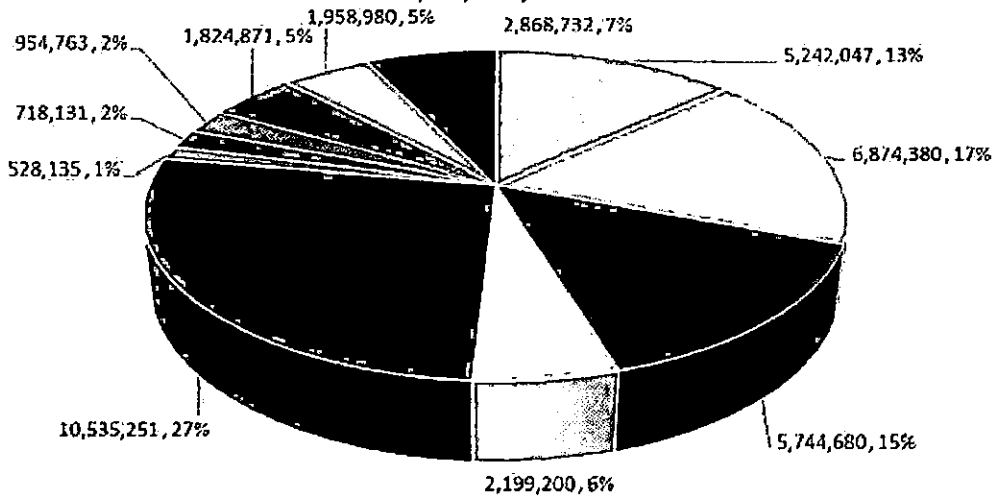
Donna Tooley, Chief Financial Officer Interim, Oversees

# Financials

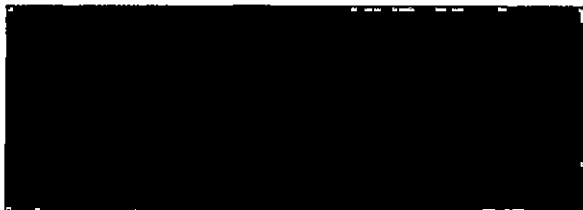
**Through CSBG funding of \$231,868, CAPMC successfully leveraged over \$39,210,000 in fiscal year ended June, 30, 2024.**

**Community Action Partnership of Madera County, Inc.  
Funding Revenues by Source  
Fiscal Year Ended June 30, 2024**

**\$39,449,170**



- HHS Head Start - Region IX
- HHS Migrant Head Start - SCOE
- HHS Migrant Head Start - CAPSLO
- CA Dept. of Education - SCOE
- CA Dept. of Social Services
- US Dept. of Agriculture
- US Dept. of Housing and Urban Dev.
- CA Community Services Dept.
- DOJ CA Office of Emergency Services
- Miscellaneous, Fees and Donations
- In-kind Contributions



Irene Yang, Human Resources Director, Oversees

# Human Resources



318

Total Employees



59

New Employees



Years of Service

## Employee Health & Wellness

- Health Insurance
- Dental & Vision
- 403b
- Employee Assistance Program
- Life Insurance
- Wellness Incentives
- Telemedicine

Department	Number of EE	< 5 Years	5-9 Years	10-14 Years	15-19 Years	20+ Years
Administration	2	1	0	0	0	1
Alternative Payment & Resource and Referral	13	9	2	1	1	0
Community Services	21	15	2	1	1	2
Fiscal	9	2	3	0	1	3
Fresno Head Start	86	18	17	11	13	27
Human Resources	4	2	0	1	1	0
Information Technology	3	2	0	0	1	0
Madera Head Start	164	66	26	21	16	35
Victim Services	16	9	4	1	0	2
Total:	318	124	54	36	34	70
Percentage by Years:		39%	17%	11%	11%	22%

For year 2024, there were 45 known openings, and the Human Resources Department has processed 480 applications, 59 conditional offer background checks, and 60 new hired and promotional on-boardings. Also, the Department has supported employees in processing 36 reported work-related injuries, 45 leave of absences to support employees' needs. The Department presented 6 scheduled new employee / volunteer orientation sessions, and 54 attended those sessions. The Department presented employment laws, fringe benefits, Injury and Illness Prevention Program information during 3 Head Start pre-service sessions, and the Department also prepared and train Workplace Violence Prevention Plan information to employees.

The Department assisted 28 employees with their retirement sign-ups. The Department participated in two community job fair events.



Xai Vang, Information Technology (IT) Program Manager, Oversees

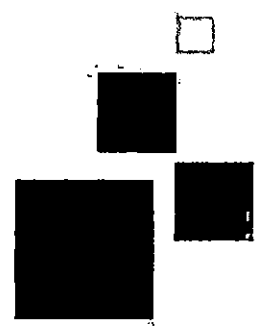
# Information Technology

Community Action Partnership of Madera County, Inc. (CAPMC) has expanded its network infrastructure environment within the past two years creating a WAN amongst all the remote offices and Head Start schools. By establishing this environment, CAPMC continues to improve communication and collaboration amongst all staff.

CAPMC is currently utilizing Microsoft 365 and has implemented the use of Microsoft 365's Viva Engage platform to increase employee communication. After adopting the tool agencywide, staff members have expressed positive feedback on the use of Viva Engage. The Agency's Intranet, known as CAPnet, has played a key role in communication with all CAPMC staff. The CAPMC IT Department will continue to enhance and facilitate ease of access to CAPnet for staff to obtain crucial information and documents. CAPMC IT Department will continue improving communication with the use of the current tools and software and by identifying new opportunities for consistent communication and collaboration among staff.



# Programs & Service Impact



Leticia Murillo, Child Care Alternative Payment and Resources & Referral Program Manager, Oversees

# Child Care Alternative Payment and Resource & Referral Program (APP/R&R)

Resources & Referral provided technical assistance to two parents receiving subsidized child care services as they embarked on the process of obtaining their child care license. Both individuals shared similar backgrounds and expressed concerns about leaving their full-time jobs to start their own businesses. We took the time to walk them through the licensing process, reassuring them that success was achievable while also discussing the potential risks of running a child care business.

Our support included reviewing their applications, assisting with reimbursements for expenses such as CPR/First Aid training, application fees, and other startup expenses. Both parents obtained their licenses in January, and since then, they have enrolled children in their day care. They are actively participating in our workshops and have built connections with other providers. Most importantly, they are now able to care for their own children while caring for others, which was the reason behind their decision to open a daycare.



\$7,624,904.00

Paid to Child Care Providers for Child Care Services



1,048

Children Received Child Care Services



15

Individuals Obtained Child Care Licensure



43

Professional Development Workshops for Child Care Providers

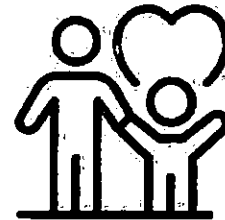


# Child Care Alternative Payment and Resource & Referral Program (APP/R&R)

Child Care Alternative Payment is excited to share the success story of one of our parents, Dulce, who is in the process of completing the Registered Nurse (RN) program while receiving subsidized child care services. Initially supported by Victim Services, she was then referred to us for child care assistance. With this support, she was able to focus on her education, and now, she is on her way to completing the final requirement for the RN Program, passing the National Council Licensure Examination for RN.

## Dulce

CHILD CARE ALTERNATIVE PAYMENT (APP) PARTICIPANT



To whom it may concern,  
As a single mother with two children, balancing my responsibilities has been a challenge, but the assistance I've received for daycare throughout my nursing program has been a true lifesaver. The support provided has made it significantly easier for me to attend classes, complete clinical rotations, and dedicate time to studying. Knowing that my children are in a safe and supportive environment while I focus on my education has alleviated a huge burden. I am incredibly grateful for this help, as it has allowed me to pursue my nursing career with confidence and peace of mind, knowing that I can give both my academic work and my family the attention they deserve. This assistance has truly been invaluable in making my journey as a nursing student both manageable and fulfilling. I cannot express how grateful I am for this program that is provided to many of us in need. Thank you!



Ana Gudino, Community Services Program Manager, Oversees

# Community Services

## Low Income Home Energy Assistance Program (LIHEAP)

LIHEAP is aimed at assisting low-income households that pay a high portion of their income to meet their energy needs.



1,176

Utility Payments Made

**The Shunammite Place** is a Permanent Supportive Housing Program offering housing to chronically unhoused single individuals, families, men and women. Embracing the Housing First Model, The Shunammite Place prioritizes minimizing barriers for those transitioning from the streets or emergency shelters. With a client-centered approach, it ensures affordability and proximity to essential services and transportation. Staff deliver supportive services aimed at empowering participants towards self-reliance and economic independence, aiming to break the cycle of homelessness by providing assistance and fostering mental and physical well-being through goal-oriented support.



61

Individuals with Disabilities  
Who Maintained an  
Independent Living  
Situation



20

New Clients Entered the  
Program



16

Clients Who Exited  
the Program



29

Life Skill Workshops and  
Classes Provided to  
Residents



# Community Services

## Accomplishments for Shunammite Place

- ◆ One youth client completed his GED and is now working on the process of obtaining his driver's license.
- ◆ Staff assisted thirteen clients that moved into the Shunammite Place program during the program year to obtain General Assistance benefits. Staff assisted them with the application process and referral, with transportation to appointments, faxing all pertinent documents to their Eligibility Workers at Department of Social Services and their therapists at Behavioral Health, and follow up.
- ◆ Four clients obtained IHSS services. This is a tremendous help to the client's health and well-being needs because their physical health is deteriorating. With the assistance of their IHSS workers, the clients are able to accomplish their activities of daily living. Staff assisted these clients with the application process and referral, transportation to appointments, faxing all pertinent documents to the IHSS office, and follow-up.
- ◆ Staff assisted four clients with maintaining active with their Social Security case. Staff assisted these clients with the application process, transportation to doctor appointments, and faxing all pertinent documents to the Analyst at Department of Social Services and their disability advocate.
- ◆ Five clients volunteer with their church by passing out food to the community once a month. Three clients volunteer with their church at the Madera Rescue Mission and serve the clients of the Madera Rescue Mission.
- ◆ One client volunteers at the local soup kitchen seven days a week.
- ◆ Most clients are active in maintaining their doctor appointments, dentist appointments, and Behavioral Health appointments.
- ◆ Shunammite Place partners with the local Madera County Food Bank and the clients obtain a food box once a month. Most clients request a food box on a monthly basis. Staff contacts the Madera County Food Bank to request the food box, picks up the food box, and delivers the food box to the client's home.



# Community Services

The Homeless Engagement for Living Program (HELP) Center in Madera County stands as a beacon of hope for individuals and families experiencing homelessness, offering essential support and services to help them regain stability. Dedicated staff work tirelessly to form meaningful partnerships with participants, guiding them toward stable housing and self-sufficiency. By assisting clients in becoming "document ready," the HELP Center ensures they have the necessary identification and paperwork to access vital resources. Through comprehensive wraparound services, individuals receive the support needed to address immediate challenges while paving the way for long-term success. As an Access Site and the Coordinated Entry System for Madera County, the HELP Center plays a crucial role in connecting clients to housing and supportive programs tailored to their needs. Collaborating closely with local agencies, staff link individuals and families to essential resources that foster economic independence. With compassion and dedication, the HELP Center serves as a catalyst for positive change, empowering those facing homelessness to reclaim control over their lives and build a brighter, more stable future.



452

Total Individuals Contacted



66

Permanent Housing Placements



63

Temporary Housing Placements Including Emergency Housing



10

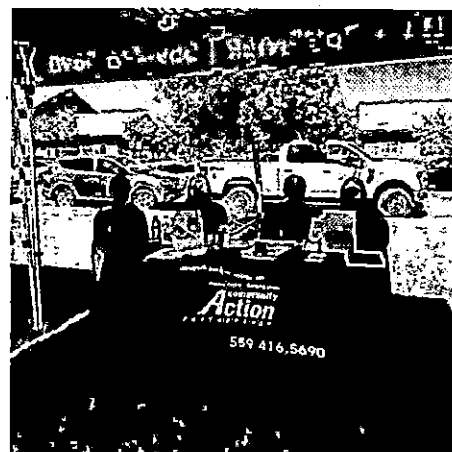
Households Who Avoided Eviction



18

Households assisted with move in costs

The HELP Center is a proud member of the Fresno Madera Continuum of Care (FMCoC).



# Community Services

*I'm Home!*

## Hartono

HELP CENTER PARTICIPANT

Hartono became homeless in 2021 after losing his housing when his mother passed away. Without a job, he struggled to secure a place of his own and faced numerous challenges in obtaining the necessary documentation. Despite these obstacles, he remained determined and worked through each barrier. His persistence paid off when he was finally able to secure permanent supportive housing, giving him the stability and security he had long hoped for.



## David

HELP CENTER PARTICIPANT

David became homeless in Oakhurst in 2017 after struggling with insufficient funds and having no family to turn to. Relying solely on his limited SSI income, he faced years of hardship, unsure if he would ever find stability. With determination and the support of the HELP Center, he navigated resources and housing programs. His perseverance paid off when he secured permanent supportive housing, finally gaining a safe and stable place to call home.



Jennifer Coronado, Victim Services Program Manager, Oversees

# Victim Services

Victim Services operates as a vital lifeline for individuals and families affected by crime, rape/sexual assault, and domestic violence - offering a wide array of compassionate and comprehensive support services. Trained advocates provide personalized guidance and assistance, helping survivors navigate the often complex and overwhelming aftermath of traumatic events. Advocates offer emotional support, practical resources, and advocacy to ensure survivors receive the care, protection, and justice they deserve. Victim Services stands as a beacon of hope and empowerment, dedicated to helping survivors heal, rebuild their lives, and regain a sense of safety and control in the face of adversity.

## Domestic Violence Program

The Domestic Violence Program offers a range of services tailored to the needs of each individual, from sheltering to counseling with the ultimate goal of supporting the path of all survivors as they work to become self-sufficient and free from violence.



712

Crisis Intervention



1668

Individual or Group  
Counseling/Support



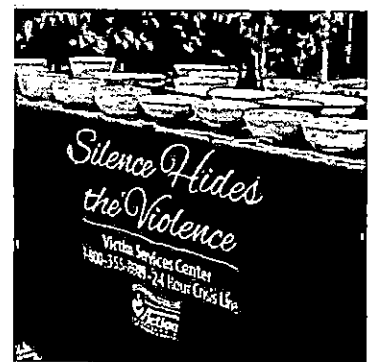
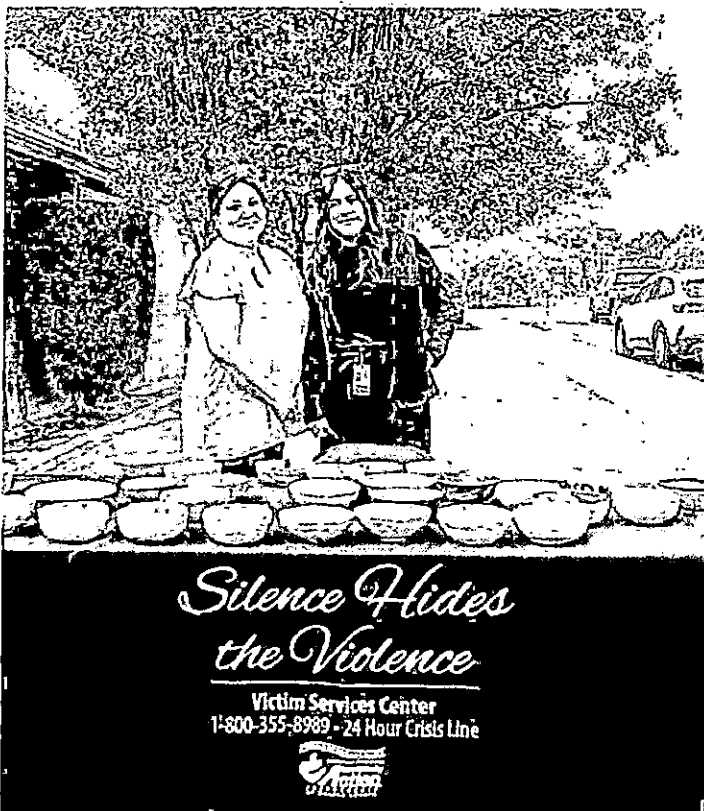
754

Criminal/Civil Legal  
Advocacy



324

Assistance with  
Protective/Custody Orders



# Victim Services

## Voices of Resilience

### Laura

VICTIM SERVICES PARTICIPANT

Laura, a victim of physical assault, came in for services June 2024. She had previously reported to law enforcement and referred to us for advocacy during the criminal case.

The defendant, her 29-year-old son, was under the influence of drugs and had been aggressive towards Laura; He was throwing things in the home. Laura's nephew had stepped in to try to stop the defendant. The defendant challenged him to a fight. He couldn't calm him down, so he had to hold him down. Defendant had been aggressive and threatening towards Laura a couple of days prior, he threatened to kill her with a kitchen knife, calling her a witch, and yelling that he was going to destroy her. Laura was so afraid that she slept in her vehicle instead of in the home. This time, Laura called law enforcement. They took him into custody and provided her an emergency protective order.

An Advocate assisted her in setting up Victim Information & Notification Everyday (VINE) for defendant's release because she was worried about him coming back around to her home since he lived there too. The Advocate explained the criminal justice process to her and the purpose of criminal protective order; she was interested in receiving this protection. The Advocate requested a criminal protective order for Laura to the district attorney's office. At the next court date there was a no-contact criminal protective order issued for Laura.

The Advocate was able to meet later that week, went over the criminal protective order with her in detail, and explained how to or when to report violations. Sentencing was to occur in August 2024, but was postponed because the defendant refused to meet with probation for the recommendation report. The court ended up referring the defendant to a psychiatrist for a mental examination. The criminal proceedings were suspended after the defendant was found incompetent.

After explaining to Laura what it meant to suspend the criminal proceedings, she believed that it was in the best interest for the defendant. The Advocate later provided the transportation information to the hospital he would be admitted to. Laura felt relief knowing how the case ended and is currently focusing on her health and work so she can provide for herself and her family.



# Victim Services

## Martha Diaz Shelter

The Martha Diaz Shelter provides up to 30 days of shelter, food, and clothing to men, women, and children who are in immediate danger of domestic violence.



751

Bed Nights



63

Individuals



34

Emergency Food  
and Clothing

## Transitional Housing

The Transitional Housing Program supports transitional housing, short-term housing assistance, and supportive services, including follow-up services that move victims of crime into permanent housing.



85

Individual Counseling



90

Individual Advocacy



20

Rental Assistance



# Victim Services

## Victim Witness Assistance Program

The Victim Witness Assistance Program ensures that victims and witnesses of crime, who have suffered physical, financial, or emotional trauma, are informed of their rights, and receive the assistance and protection to which they are entitled to under the law.



385

Crisis Intervention



759

Individual Counseling



815

Criminal Advocacy/  
Accompaniment



188

Assistance In Obtaining  
Protection or Restraining  
Order



32

Victims of Crime  
Compensation Claims  
Submitted

## Unserved/Underserved Victim Program

The Unserved/Underserved Victim Program is to increase access to culturally appropriate victim services for unserved/underserved victims/survivors of crime.



102

Crisis Intervention



13

Presentations to  
Underserved Population



13

Outreach Events



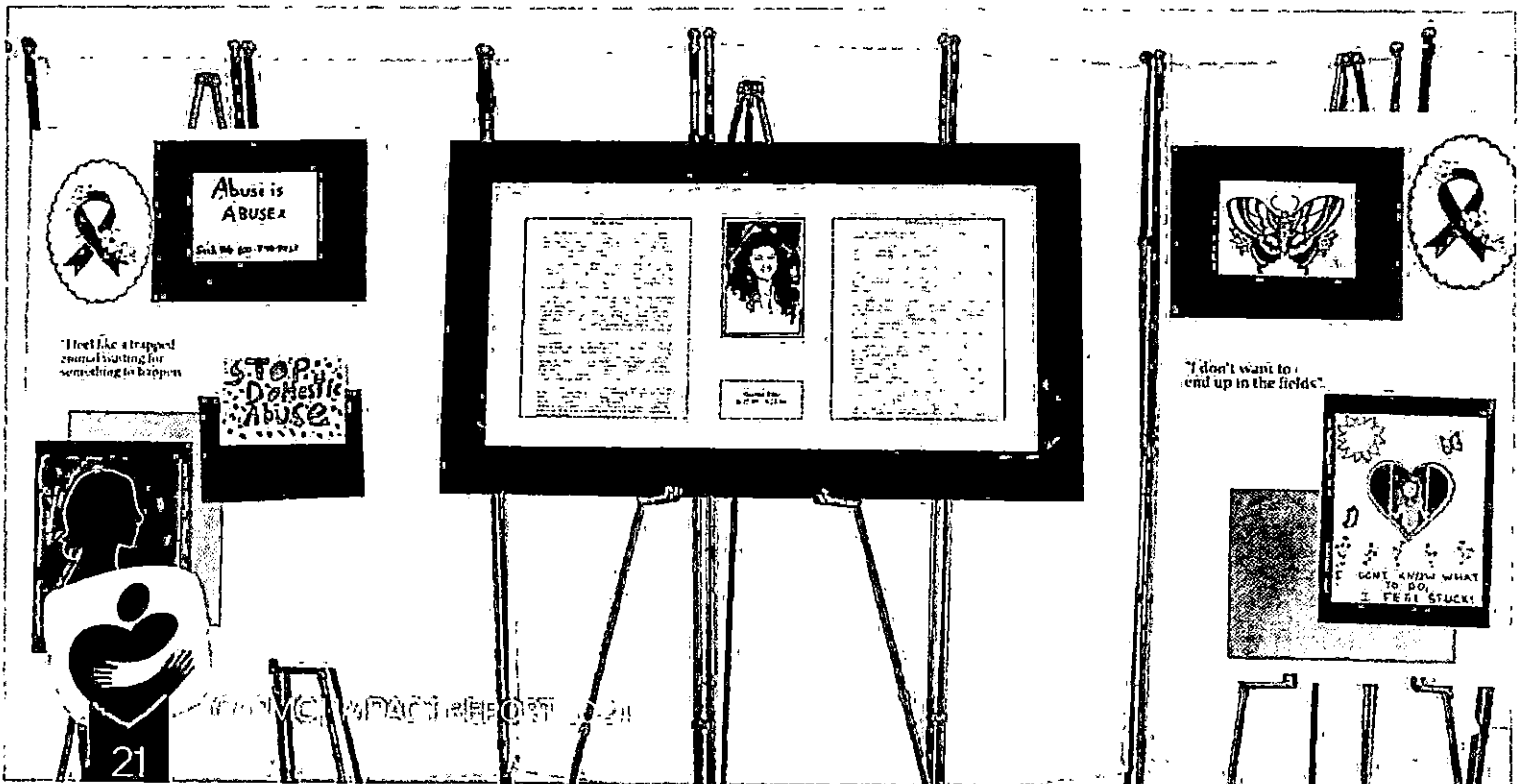
132

Provided Information  
About the Criminal  
Justice System



193

Criminal Justice Advocacy  
or Accompaniment



# Victim Services

## Rape/Sexual Assault Program

The Rape/Sexual Assault Program provides support for survivors of rape/sexual assault; regardless of how long ago it happened or whether it was reported to authorities.



614

Crisis Intervention



906

Individual Counseling



274

Criminal Advocacy/  
Accompaniment



252

Assistance in Obtaining  
Protection or Restraining  
Order



13

On-Scene Response



Jennifer Coronado, Victim Services Program Manager, Oversees

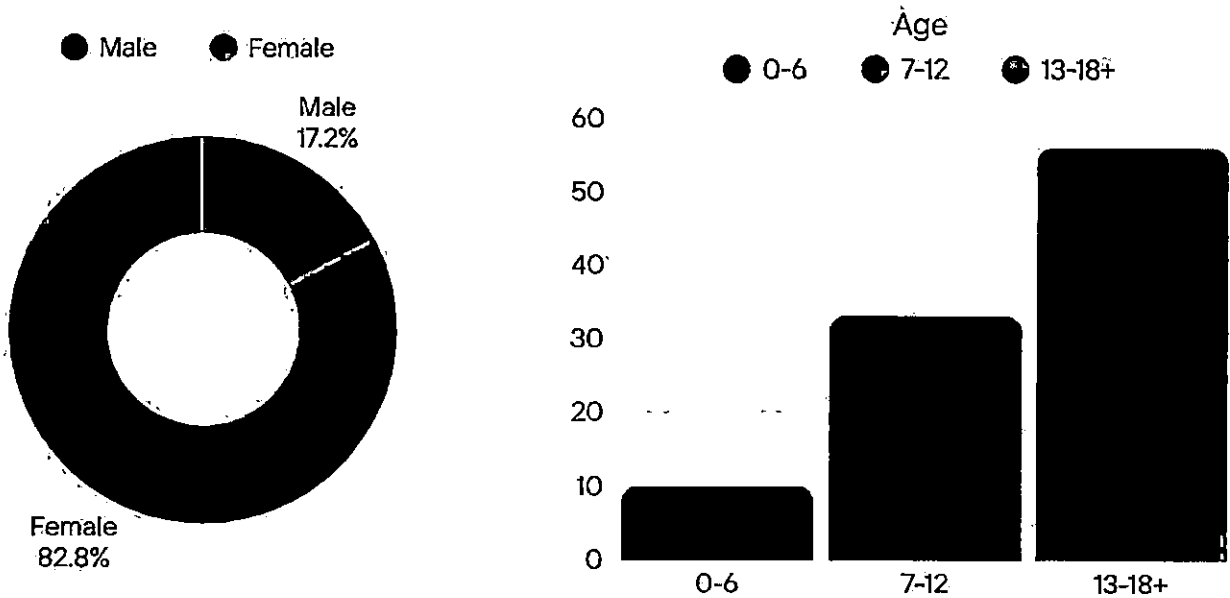
# Madera County Child Advocacy Center (CAC)

The Madera County Child Advocacy Center (CAC) provides a centralized victim-centered hub for the Child Forensic Interview Team (CFIT) to deliver direct services onsite during the child and family's initial visit to the CAC and thereafter. Direct services include providing support, advocacy, medical, mental health services, referrals, investigative guidance, and facilitation of continuation of care. The services provided are free, comprehensive, and designed to meet the unique needs of each child and family.



99

Child Forensic Interviews Conducted



## Madera County Child Forensic Interview Team (CFIT)



"Working together to improve the life of a child."

## Madera County Child Forensic Interview Team (CFIT) Partners



**BERRY**

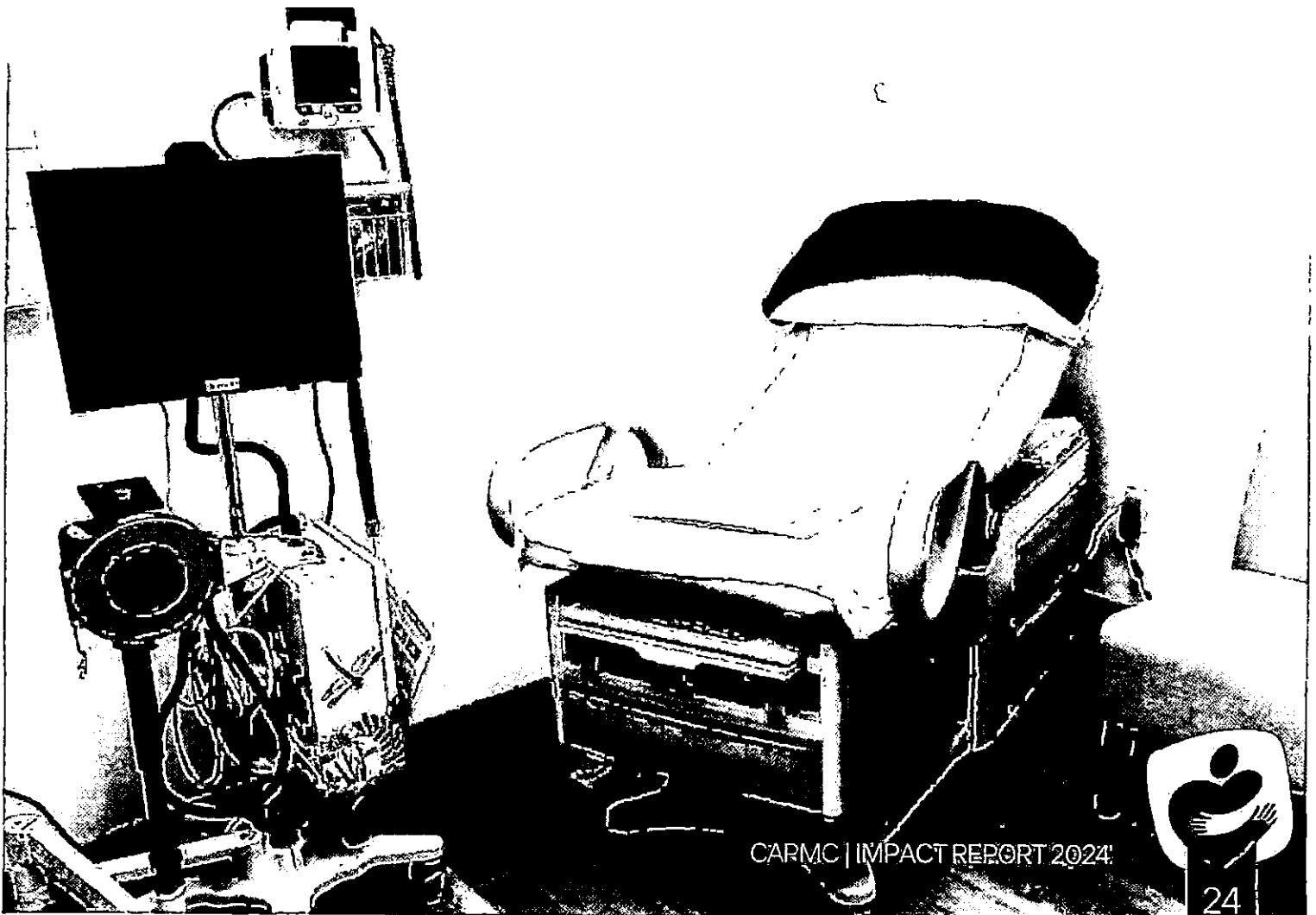
A special thank you to Berry Development for generously waiving the rental cost of the Madera County CAC since 2019. Through this donation, the Madera County CAC is able to provide a child-focused setting designed to provide a safe, comfortable and neutral place where forensic interviews and other CAC services can be appropriately provided for children and families.

# Madera County Child Advocacy Center (CAC)



## Medical Forensic Examination Room

In 2023, the Madera County CAC successfully secured funding to fully establish a state-of-the-art medical forensic exam room, onsite, to conduct acute and non-acute forensic exams - *the first of its kind for Madera County*. In partnership with Central Valley Forensic Nursing Specialists, Inc. (CVFNS), Sexual Assault Nurse Examiners (SANEs) will provide information and access to forensic medical evaluations onsite and at no cost to child abuse victims ages 0 - 18 for the purpose of collecting DNA evidence. Additionally, CVFNS will make referrals as necessary for medical follow-up to ensure the safety and well-being of the child. The CAC, CVFNS SANEs and the MDT are available 24 hours a day 7 days a week to provide direct forensic medical services. Providing onsite medical forensic exams will allow the Madera County CAC to facilitate continuation of care and wrap-around services for child abuse survivors and their families.



Maritza Gómez-Zaragoza, Head Start Director, Oversees

# Head Start

**Head Start** programs provide comprehensive support for children's development from birth to age 5, focusing on early learning, health, and family well-being. Emphasizing the importance of family involvement, staff actively engage parents, recognizing their participation as essential for positive child outcomes. These services are offered at no cost to eligible families, Head Start preschool programs cater to children ages 3 to 5, and Early Head Start supporting families with children from birth to age 3, including expectant families. Through tailored learning experiences, Head Start programs help children build the skills and readiness necessary for success in school and beyond.

## MADERA HEAD START MADERA EARLY HEAD START



803

Households  
Served



983

Children Served



72955

Volunteer  
hours donated  
by individuals  
of low incomes



244

Households  
Served



299

Children Served



27,823

Volunteer  
hours donated,  
by individuals  
of low incomes



# Head Start

**The Strengthening Families Program (SFP)** is an evidence-based family skills training program for high-risk and general-population families that is recognized both nationally and internationally. Parents and youth attend weekly SFP skills classes together, learning parenting skills and youth life and refusal skills. They have separate class training for parents and youth the first hour, followed by a joint family practice session the second hour. The purpose of the SFP is to enhance family relationships, communication, and parenting skills while reducing risk factors that contribute to substance abuse, delinquency, and other behavioral problems in children and adolescents. SFP aims to promote positive family functioning, resilience, and protective factors that support healthy child development and prevent the onset of social, emotional, and behavioral challenges.



77

Program Graduates  
(Adults, Children, & Teens)



**Positive Parenting Program (Triple P)** is a evidence-based parenting intervention designed to equip parents and caregivers with the skills and strategies needed to raise confident, resilient, and well-adjusted children. The program offers a comprehensive framework of evidence-based techniques and resources aimed at promoting positive parent-child relationships, preventing behavioral problems, and enhancing child development. Its purpose is to empower parents to effectively manage common parenting challenges, such as disobedience and aggression, while fostering a nurturing and supportive family environment. By providing practical tools and support, Triple P aims to reduce parental stress and promote positive outcomes for both parents and children, ultimately contributing to healthier, happier families.



49

Program Graduates  
(Adults, Children, &  
Teens)



# The Volunteer Income Tax Assistance (VITA) Program

The VITA Program offers free tax help to people who generally make \$60,000 or less, persons with disabilities, the elderly and limited English speaking taxpayers who need assistance in preparing their own tax returns. IRS-certified volunteers provide free basic income tax return preparation with electronic filing to qualified individuals.



341

Tax Returns  
Filed



\$668,519

In federal refunds back  
to families in the  
community

*Thank you to our 2024 volunteers!*



# Social Responsibility

As public servants, CAPMC's mission of "helping people, changing lives, and making our community a better place to live by providing resources and services that inspire personal growth and independence" puts team members in a position to radiate a spirit of hope and service throughout our community.

## Relay for Life Campaign

Throughout the year, CAPMC departments coordinate and take part in fundraising activities to support the Relay for Life Campaign.



Over  
\$4,500

Was Raised for Relay for Life by  
CAPMC



## Community Beautification Efforts

CAPMC engages in community beautification efforts, diligently picking up trash and hauling it away to ensure cleaner, more attractive public spaces for everyone to enjoy.



# THANK YOU

## FOR YOUR CONTINUED SUPPORT!



COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.  
1225 GILL AVE, MADERA, CA 93637  
[WWW.MADERACAP.ORG](http://WWW.MADERACAP.ORG)

Document Designed by Kelly Ryan  
Executive Director Support / Grant Management and  
Compliance Administrator  
[Kryan@Maderacap.org](mailto:Kryan@Maderacap.org)

**EXHIBIT E**

**FRESNO MADERA CONTINUUM OF CARE PROGRAM FINAL PRIORITY LISTING 2023**

Approved by the Fresno Madera Continuum of Care on September 12, 2023

Annual Renewal Demand with CoC Bonus: \$12,153,106

Tier 1 (93% of Annual Renewal Demand - \$10,562,980)

Rank	Score	Agency	Project	Type of Funding	Project Type	Grant Amount
1	106.75	Fresno Housing Authority	PSH Blackstone	Renewal	PSH	\$ 44,130.00
2	104.525	Fresno EOC	Project Hearth	Renewal	PSH	\$ 306,962.00
3	103.925	Fresno EOC	Project Phoenix	Renewal	PSH	\$ 452,264.00
4	103.5	CAP Madera	Madera Coordinated Entry Supportive Services Expansion	New	SSO	\$ 330,977.00
5	103.075	Turning Point of Central California	Family Villa PSH	Renewal	PSH	\$ 754,607.00
6	103	Fresno Housing Authority	PSH Trinity	Renewal	PSH	\$ 64,783.00
7	102.55	CAP Madera	Shunammite Place	Renewal	PSH	\$ 604,468.00
8	100.425	Fresno EOC	Project Rise	Renewal	PSH	\$ 51,178.00
9	100.35	Marjaree Mason Center	Welcome Home 3	Renewal	RRH	\$ 306,573.00
10	99.3	Marjaree Mason Center	Welcome Home	Renewal	RRH	\$ 182,559.00
11	99.05	Turning Point of Central California	Stasis PSH	Renewal	PSH	\$ 493,112.00
12	98.5	CAP Madera	Shunammite Place PSH Expansion	New	PSH	\$ 191,217.00
13	98.225	Turning Point of Central California	Falcon Court	Renewal	PSH	\$ 970,860.00
14	96.675	Turning Point of Central California	Serenity Village	Renewal	PSH	\$ 205,042.00
15	96.325	Valley Teen Ranch	Transitional Living Home	Renewal	TH	\$ 30,620.00
16	94.35	Marjaree Mason Center	Welcome Home 2	Renewal	RRH	\$ 257,164.00
17	93.55	Marjaree Mason Center	Clovis Transitional Project	Renewal	TH	\$ 222,501.00
18	79	Fresno Housing Authority	Renaissance at Santa Clara Δ	Renewal	PSH	\$ 88,390.00
19	N/A	Fresno EOC	Project Rise Expansion*	New	PSH	\$ 589,961.00
20	N/A	Housing Authority	HMIS II*	Renewal	HMIS	\$ 245,770.00
21	N/A	Housing Authority	HMIS*	Renewal	HMIS	\$ 76,500.00
22	N/A	Fresno EOC	HERO Team 2*	Renewal	SSO	\$ 525,000.00
23	N/A	Westside Family Preservation Services Network	Huron TH/RRH DV*	Renewal	Joint TH & PH-RRH	\$ 607,008.00
24	N/A	Poverello House	Poverello RRH*	Renewal	PH	\$ 311,886.00
25	N/A	WestCare	Coordinated Entry 2022*	Renewal	SSO	\$ 534,169.00
26	N/A	Marjaree Mason Center	DV Coordinated Entry System*	Renewal	SSO	\$ 385,633.00
27	N/A	Marjaree Mason Center	DV Coordinated Entry System 2*	Renewal	SSO	\$ 384,957.00
28	N/A	Poverello House	Coordinated Entry System Management*	Renewal	SSO	\$ 619,103.00
29	N/A	Valley Teen Ranch	Valley Teen Ranch RRH*	Renewal	PH	\$ 84,144.00
30	N/A	CAP Madera	Madera Coordinated Entry Supportive Services*	Renewal	SSO	\$ 208,820.00
31a	92.85	WestCare	Project LiftOff (Straddle Project)	Renewal	PSH	\$ 432,622.00
<b>Total Tier 1 Funding:</b>						<b>\$ 10,562,980.00</b>

Notes: \*Projects automatically placed in Tier 1 because they are in their first year of operation, have less than a year of performance data, or are a CoC Priority project (e.g. CES)

Δ The FMCoC prioritizes the preservation of permanent housing to maintain critical supportive housing inventory and prevent the loss of housing for existing program participants. The Review and Rank Panel used their authority granted in the HUD CoC NOFO local policies to adjust the Priority Listing with that goal in mind.

**Tier 2'**

31b	92.85	WestCare	Project LiftOff (Straddle Project)	Renewal	PSH	\$ 100,264.00
32	89.5	Elevate Community Services	Home Forever	New	PSH	\$ 1,064,789.00
33	89.375	Fresno EOC	Project Revive	New	PSH	\$ 425,073.00
<b>Total Tier 2 Funding:</b>						<b>\$ 1,590,126.00</b>

**Not Recommended for Funding**

34	78.875	Retraining the Village	Retraining the Village TH-RRH	New	TH-RRH	\$ 780,495.00
<b>Total Not Recommended for Funding:</b>						<b>\$ 780,495.00</b>

**Voluntary Reallocation**

N/A	N/A	Fresno Housing Authority	Shelter Plus Care 4	Renewal	PSH	\$ 432,943.00
N/A	N/A	Fresno Housing Authority	Shelter Plus Care 1	Renewal	PSH	\$ 784,050.00
N/A	N/A	Turning Point of Central California	Family Villa PSH	Renewal	PSH	\$ 589,961.00
<b>Total Voluntarily Reallocated:</b>						<b>\$ 1,806,954.00</b>

**Planning Grant'**

N/A	N/A		CA-514 CoC Planning Application FY2023	Planning		\$567,902
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This list is the product of the Review and Rank Panel that took place on August 29th and August 30th, 2023.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-7000

OFFICE OF ASSISTANT SECRETARY  
FOR COMMUNITY PLANNING AND DEVELOPMENT

February 26, 2024

Mrs. Mattie Mendez  
Executive Director  
Community Action Partnership of Madera County, Inc.  
1225 Gill Avenue  
Madera, CA 93637

Dear Mrs. Mendez:

Congratulations! I am delighted to inform you of the funding for your project(s) under HUD's Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Renewal or Replacement of Youth Homeless Demonstration Program Grants for a total of \$1,388,394.

The CoC Program is an important part of HUD's mission. CoCs around the country will continue to improve the lives of men, women, and children through their local planning efforts and through the direct housing and service programs funded under the FY 2023 CoC Program Competition. Projects like those of your organization, funded through the CoC program, continue to demonstrate their value by improving accountability and performance every year.

The enclosure provides details about your organization's award(s) including: the name(s) of the individual project(s); the project number(s); and the specific amount(s) of the obligation(s) for each project. HUD field office staff will notify you when they are available to process grant agreements; once all conditions are satisfied and the grant agreement is executed, your organization can expend funds.

HUD commends your organization's work and encourages it to continue to strive for excellence in the fight to end homelessness.

Sincerely,

Marion McFadden  
Principal Deputy Assistant Secretary  
Office of Community Planning and Development

Enclosure

CA0772L9T142315

Shunammite Place

\$848,597

CA2142L9T142301

Madera County Coordinated Entry Supportive Services HELP Center

\$539,797

Total Amount:

**\$1,388,394**



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-7000

PRINCIPAL DEPUTY ASSISTANT SECRETARY FOR  
COMMUNITY PLANNING AND DEVELOPMENT

March 11, 2025

Mrs. Mattie Mendez  
Executive Director  
Community Action Partnership of Madera County, Inc.  
1225 Gill Avenue  
Madera, CA 93637

Dear Mrs. Mendez:

Congratulations! I am delighted to inform you of the funding for your project(s) under the Department of Housing and Urban Development's (HUD) Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2024 Continuum of Care (CoC) Competition and Renewal or Replacement of Youth Homeless Demonstration Program Grants for a total of \$576,254.

The CoC Program is an important part of HUD's mission. CoCs around the country will continue to improve the lives of people experiencing homelessness through their local planning efforts and through the direct housing and service programs funded under the FY 2024 CoC Program Competition. Projects like those of your organization, funded through the CoC program, continue to demonstrate their value by improving accountability and performance every year.

The enclosure provides details about your organization's award(s) including: the name(s) of the individual project(s); the project number(s); and the specific amount(s) for each project. The Department's field office staff will notify you when they are available to process grant agreements; once all conditions are satisfied and the grant agreement is executed, your organization can expend the funds.

HUD commends your organization's work and encourages it to continue to strive for excellence in the fight to end homelessness.

Sincerely,

A handwritten signature in black ink, appearing to read "David C. Woll Jr.", written in a cursive style.

David C. Woll Jr.  
Principal Deputy Assistant Secretary

Enclosure

CA2142L9T142402

Madera County Coordinated Entry Supportive Services HELP Center

\$576,254

Total Amount:

**\$576,254**

**EXHIBIT F**



To: Community Corrections Partnership Executive Committee  
From: Daniel Seeto, CAPMC Chief Financial Officer  
Date: June 9, 2022  
RE: Approval of funds totaling \$244,931 annually to provide ongoing Outreach Worker services provided by Community Action Partnership of Madera County, Inc.

### **Recommendation**

That the Committee approve funding from AB 109 to fund a portion of a Homeless Coordinator salary and associated costs and three (3) Outreach Workers salaries and associated costs.

### **Background**

The purpose of the grant is to continue and expand the outreach throughout Madera County. Currently Behavioral Health is contracted with Community Action Partnership of Madera County, Inc. (CAPMC) to provide the outreach and homeless services. CAPMC has three full time Outreach Workers and a Homeless Coordinator. When Outreach Workers encounter clients, they are screened and obtain referrals to necessary services. If there are individuals with needs of mental health or substance use disorder treatments, they are referred to Behavioral Health or other local providers. The individuals referred to Behavioral Health are served with other treatment funds that cover their services. Clientele encountered during outreach includes homeless or at-risk homeless individuals with severe mental illness and individuals with criminal background or recent release from incarceration.

This year CAPMC is seeking the approval to increase funding by \$13,931 for the fiscal year 2022-2023. The Homeless Coordinator is currently funded 75% by CCP and 25% out of another CAPMC funding source that ended in May 2022. Other causes of the increase are the annual salary increases to current staff and possible increases to ongoing program support costs.

Should this funding be approved, CAPMC will continue to provide Outreach services and referrals for the homeless population in Madera County.

If this item is not approved, Outreach services would only continue for a short period of time once grant funding expires June 30, 2022.

### **Fiscal Impact**

The fiscal impact is a \$13,931 to the \$231,000 annual funding previously approved; this would mean the total fiscal impact is \$244,931 to AB109 funding.

**1225 Gill Avenue • Madera, CA 93637 • [www.maderacap.org](http://www.maderacap.org)**

Administration / Community Services (559) 673-9173 • Fax (559) 673-3223  
Child Care Alternative Payment and Resource & Referral Program (559) 661-0779 • Fax (559) 661-0764  
Head Start Child Development Services (559) 673-0012 • Fax (559) 661-8459  
Fresno Migrant Head Start • 4610 W. Jacquelyn Ave • Fresno, CA 93722 • (559) 277-8641 • Fax (559) 277-2640  
Victim Services Center • 812 W. Yosemite Avenue, Suite 101 • Madera, CA 93637 • (559) 661-1000 / (800) 355-8989 • Fax (559) 661-8389

**CAPMC**  
**CCP AB109**  
**July 2022 - June 2023**

Salaries	\$138,940.00
Benefits	41,003.00
Salaries & Benefits	<u>179,943.00</u>

Office Supplies	857.00
Data Processing Supplies	650.00
Program Supplies	200.00
Furnishings	250.00
Postage & Shipping	300.00
Equipment Rental	3,588.00
Equipment Maintenance	1,680.00
Printing & Publications	300.00
Telephone	6,948.00
Rent	16,550.00
Utilities/Disposal	3,630.00
Building Repairs/Maintenance	350.00
Property Insurance	900.00
Medical Screening - Employee	155.00
Gas & Oil	40.00
Vehicle Insurance	1,230.00
Vehicle Repair & Maintenance	100.00
Staff Travel-Local	6,500.00
Fees & Licenses	60.00
Fingerprint	20.00
Employee Health & Welfare	150.00
Transportation Vouchers	100.00
Indirect Cost Allocation	20,430.00

Total Salaries & Operating Expenses	<u><u>\$244,931.00</u></u>
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**EXHIBIT G**

**MADERA COUNTY CONTRACT NO. 12533-23**  
(Community and Housing Outreach Service – Community Action  
Partnership of Madera County, Inc.)

**THIS AGREEMENT** is made and entered into this 11 day of July, 2023, by and between the COUNTY OF MADERA, a political subdivision of the State of California ("COUNTY"), and COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC. ("CONTRACTOR").

**AGREEMENT**

1. **TERM.** To begin July 1, 2023, and end June 30, 2026, unless sooner terminated.
2. **SCOPE OF SERVICES.** CONTRACTOR will provide housing outreach services as set forth in the Scope of Services attached hereto as Exhibit "A," and incorporated herein by reference. These services will be provided to Madera County residents.
3. **INCORPORATION OF MASTER AGREEMENT.** Madera County Master Contract No. 003, found at <https://www.maderacounty.com/i-want-to/view-county-master-contracts>, is incorporated herein by references as if fully stated. CONTRACTOR shall adhere to all general terms and conditions of Master Contract No. 003.
4. **COMPENSATION AND COSTS.** COUNTY shall pay CONTRACTOR for services performed pursuant to this Agreement as set forth in the Round 3 Budget Template, attached hereto as Exhibit "B," and incorporated herein by reference. Changes may be made to the timing (e.g., fiscal year) of eligible use expenditures without prior approval so long as the total expenditures (actual and projected) for each eligible use category remain the same as described in the budget. Any increase or decrease in the

total expenditures for any eligible use category must otherwise be approved by COUNTY, in writing before the CONTRACTOR can expend funds according to an alternative budget. Funding is subject to funds available to the COUNTY under the HHAP-3 Grant.

5. **NOTICES.** Notices required by this Agreement shall be in writing and shall be effective upon personal service or deposit in the mail, postage prepaid and addressed as follows:

**COUNTY**

Jessica Leon  
Madera County Administration  
200 West 4th Street  
Madera, CA 93637

**CONTRACTOR**

Community Action Partnership  
of Madera County, Inc.  
1225 Gill Avenue  
Madera, CA 93637

**With Copy to**

Karen Scrivner, Clerk of the Board  
Madera County Board of Supervisors  
200 West 4th Street  
Madera, CA 93637

6. **INSURANCE.** CONTRACTOR shall maintain the following insurance: General liability insurance with minimum limits of One Million Dollars (\$1,000,000.00) per incident and Two Million Dollars (\$2,000,000.00) aggregate, with additional-insured certificate; professional (malpractice) liability insurance with minimum limits of One Million Dollars (\$1,000,000.00) per incident and Three Million Dollars (\$3,000,000.00) aggregate; worker's compensation insurance as required by law.

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\* \* \* \* \*

IN WITNESS WHEREOF, the foregoing Agreement is executed on the date and year first above-written.



ATTEST:

*Karen Scivier*  
Clerk, Board of Supervisors

COUNTY OF MADERA

*Scott Payne*  
Chairman, Board of Supervisors

COMMUNITY ACTION PARTNERSHIP  
OF MADERA COUNTY, INC.

By: *Mattie Mendez*  
(Signature)

Mattie Mendez  
(Print Name)

Title: Executive Director

Approved as to Legal Form:  
COUNTY COUNSEL

Crystal M.

Digitally signed by: Crystal M. Pizano  
DN: CN = Crystal M. Pizano email = cpizano@lozanosmith.com C = US O = LOZANO SMITH  
Date: 2023.05.25 11:00:24 -0700

By: Pizano

ACCOUNT NUMBER(S)

\_\_\_\_\_  
\_\_\_\_\_

Doc. I.D. 1042348

# EXHIBIT A

## **Exhibit A**

### **Scope of Work – HHAP III**

THE Scope of Work ("Work") for this Agreement shall include uses that are consistent with Health and Safety Code Section 50219, subdivision (c) (1) -8, and any other applicable laws. Eligible uses include the following:

1. Rental hotel assistance and rapid rehousing
2. Operating Subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.
3. Incentives to landlords, including, but not limited to, security deposits and holding fees.
4. Outreach and coordination which may include access to job programs, to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing.
5. System support for activities necessary to create regional partnerships and maintain a homeless services and housing delivery system, particularly for vulnerable populations including families and homeless youth (between 12-24) years of age.
6. Delivery of permanent housing and innovative housing solutions such as hotel and motel conversions.
7. Prevention and shelter diversion to permanent housing.
8. Navigation centers at Community Action Partnership of Madera County, Inc., Homeless Engagement for Living Program (HELP) and emergency shelters at Madera Rescue Mission (MRM) based on demonstrated need to pay for salaries related to Housing Coordinator, Homeless Case Worker/s and Outreach Worker. Demonstrated need for purposes of this paragraph shall be based on the following:
  - a. Salaries related to HELP and MRM staff.
  - b. The number of available shelter beds in the city, county, or region served by a continuum of care.
  - c. Shelter vacancy rates and placements and support in emergency housing
  - d. HMIS data will reflect the individuals progress to permanent housing.
  - e. Reducing the number of persons experience homelessness
  - f. Reducing the number of persons who become homeless for the first time
  - g. Increasing the number of people exiting homelessness into permanent housing
  - h. Reducing the length of time people remain homeless.

- i. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- j. Increasing successful placements from street outreach
- k. Trackable data goals related to the Outcome Goals

# EXHIBIT B



California  
Interagency Council  
on Homelessness

EXHIBIT B  
HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3  
BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:

Fresno Madera Continuum of Care (CA-534)/County of Madera

Applying Jointly? Y/N:

Y

Administrative Entity Name:

County of Madera

Total Allocation:

\$ 526,635.86

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	\$ -	\$ 62,885.68	\$ -	\$ 62,885.67	\$ -	\$ 125,771.35	\$ 26,331.79	\$ 99,439.56
<i>Rapid rehousing: youth set-aside</i>	\$ -	\$ 6,582.94	\$ -	\$ 6,582.95	\$ -	\$ 13,165.89	\$ -	\$ 13,165.89
Operating subsidies	\$ -	\$ -	\$ 71,000.00	\$ -	\$ 71,000.00	\$ 142,000.00	\$ 26,331.79	\$ 115,668.21
<i>Operating subsidies: youth set-aside</i>	\$ -	\$ -	\$ 8,777.26	\$ -	\$ 8,777.27	\$ 17,554.53	\$ -	\$ 17,554.53
Street outreach	\$ -	\$ -	\$ 111,000.00	\$ -	\$ 111,000.00	\$ 222,000.00	\$ 39,497.69	\$ 182,502.31
<i>Street outreach: youth set-aside</i>	\$ -	\$ -	\$ 10,971.58	\$ -	\$ 10,971.59	\$ 21,943.17	\$ -	\$ 21,943.17
Services coordination	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Services coordination: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Systems support: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of permanent housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Delivery of permanent housing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and shelter diversion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Prevention and shelter diversion: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interim sheltering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Interim sheltering: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shelter improvements to lower barriers and increase privacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Shelter improvements: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 9,216.12	\$ 9,216.13	\$ 9,216.13	\$ 9,216.13	\$ 36,664.51	\$ 13,165.90	\$ 23,498.61
<b>TOTAL FUNDING ALLOCATION</b>						\$ 526,635.86	\$ 105,327.17	\$ 421,308.69
<b>Youth Set-Aside (at least 10%)</b>						\$ 52,663.59	\$ -	\$ 52,663.59

COMMENTS:

Youth set aside is 10% of the total funding allocation (0.10 \* \$526,635.86) equaling \$52,663.59 and has been divided among the Rapid Rehousing, Operating Subsidies, and Street Outreach Eligible Use Categories. The Initial Disbursement funds totaled \$105,327.17 and were received by Madera County in July 2022. On this budget, the Initial Disbursement funds have been divided among the four eligible use categories/project activities, but have not been expended to date.

MADERA COUNTY CONTRACT NO. 12661-24  
(Community and Housing Outreach Service – Community Action  
Partnership of Madera County, Inc.)

THIS AGREEMENT is made and entered into this 9<sup>TH</sup> day of JANUARY, ~~2023~~, <sup>2024</sup>, by and between the COUNTY OF MADERA, a political subdivision of the State of California ("COUNTY"), and COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC. ("CONTRACTOR").

**AGREEMENT**

1. **TERM.** To begin January 1, 2024, and end June 30, 2027, unless sooner terminated.
2. **SCOPE OF SERVICES.** CONTRACTOR will provide housing outreach services as set forth in the Scope of Services attached hereto as Exhibit "A," and incorporated herein by reference. These services will be provided to Madera County residents.
3. **INCORPORATION OF MASTER AGREEMENT.** Madera County Master Contract No. 003, found at <https://www.maderacounty.com/i-want-to/view-county-master-contracts>, is incorporated herein by references as if fully stated. CONTRACTOR shall adhere to all general terms and conditions of Master Contract No. 003.
4. **COMPENSATION AND COSTS.** COUNTY shall pay CONTRACTOR for services performed pursuant to this Agreement as set forth in the Round 4 Budget Template, attached hereto as Exhibit "B," and incorporated herein by reference. Changes may be made to the timing (e.g., fiscal year) of eligible use expenditures without prior approval so long as the total expenditures (actual and projected) for each eligible use category remain the same as described in the budget. Any increase or decrease in the

total expenditures for any eligible use category, must otherwise be approved by COUNTY, in writing before the CONTRACTOR can expend funds according to an alternative budget. Funding is subject to funds available to the COUNTY under the HHAP-4 Grant.

5. **NOTICES.** Notices required by this Agreement shall be in writing and shall be effective upon personal service or deposit in the mail, postage prepaid and addressed as follows:

**COUNTY**

Jessica Leon  
Madera County Administration  
200 West 4th Street  
Madera, CA 93637

**CONTRACTOR**

Community Action Partnership  
of Madera County, Inc.  
1225 Gill Avenue  
Madera, CA 93637

**With Copy to**

Karen Scrivner, Clerk of the Board  
Madera County Board of Supervisors  
200 West 4th Street  
Madera, CA 93637

6. **INSURANCE.** CONTRACTOR shall maintain the following insurance: General liability insurance with minimum limits of One Million Dollars (\$1,000,000.00) per incident and Two Million Dollars (\$2,000,000.00) aggregate, with additional insured certificate; professional (malpractice) liability insurance with minimum limits of One Million Dollars (\$1,000,000.00) per incident and Three Million Dollars (\$3,000,000.00) aggregate; worker's compensation insurance as required by law.

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\* \* \* \* \*

IN WITNESS WHEREOF, the foregoing Agreement is executed on the date and year first above-written.



ATTEST:

Helen Schinner  
Clerk, Board of Supervisors

COUNTY OF MADERA

[Signature]  
Chairman, Board of Supervisors

COMMUNITY ACTION PARTNERSHIP  
OF MADERA COUNTY, INC.

By: Mattie Mendez  
(Signature)

Mattie Mendez  
(Print Name)

Title: Executive Director

Approved as to Legal Form:  
COUNTY COUNSEL

Laurie  
By: Avedisian-Favin  
Digitally signed by Laurie Avedisian-Favin  
DN: CN = Laurie Avedisian-Favin email =  
laurie@1072hosmith.com C = US O =  
Losano Smith  
Date: 2023.12.05 14:11:29 -0800

ACCOUNT NUMBER(S)

\_\_\_\_\_  
\_\_\_\_\_

**EXHIBIT "A"**

## **Exhibit A**

### **Scope of Work – HHAP IV**

The Scope of Work ("Work") for this Agreement shall include uses that are consistent with Health and Safety Code Section 50219, subdivision (c) (1) - 8, and any other applicable laws. Eligible uses include the following:

1. Rental hotel assistance and rapid rehousing.
2. Operating Subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.
3. Incentives to landlords, including, but not limited to, security deposits and holding fees.
4. Outreach and coordination, which may include access to job programs, to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing.
5. System support for activities necessary to create regional partnerships and maintain a homeless services and housing delivery system, particularly for vulnerable populations including families and homeless youth (between 12 and 24 years of age).
6. Delivery of permanent housing and innovative housing solutions such as hotel and motel conversions.
7. Prevention and shelter diversion to permanent housing.
8. Navigation centers at Community Action Partnership of Madera County, Inc., Homeless Engagement for Living Program (HELP) and emergency shelters at Madera Rescue Mission (MRM) based on demonstrated need to pay for salaries related to Housing Coordinator, Homeless Case Worker/s and Outreach Worker. Demonstrated need for purposes of this paragraph shall be based on the following:
  - a. Salaries related to HELP and MRM
  - b. The number of available shelter beds in the city, county, or region served by a continuum of care.
  - c. Shelter vacancy rate in the summer and winter months.
  - d. Percentage of exits from emergency shelters to permanent housing solutions.
  - e. A plan to connect residents to permanent housing.
  - f. HMIS data will reflect the individuals progress to permanent housing.
  - g. Reducing the number of persons experience homelessness
  - h. Reducing the number of persons who become homeless for the first time
  - i. Increasing the number of people exiting homelessness into permanent housing
  - j. Reducing the length of time people remain homeless.
  - k. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

- l. Increasing successful placements from street outreach
- m. Trackable data goals related to the Outcome Goals
- n. Any new interim sheltering funded by HHAP-4 funds must be low barrier, comply with Housing First as provided in Chapter 6.5 (commencing with Section 8255) of Division 8 of the Welfare and Institutions Code, and prioritize interventions other than congregate shelters.
- o. Improvements to existing emergency shelters to lower barriers and increase privacy.

**EXHIBIT "B"**



**California  
Interagency Council  
on Homelessness**

**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 4  
BUDGET TEMPLATE**

**APPLICANT INFORMATION**

CoC / Large City / County Name:

Madera County

Applying Jointly? Y/N

N

Administrative Entity Name:

Madera County

Total Allocation

\$ 346,709.12

**HHAP FUNDING EXPENDITURE PLAN**

ELIGIBLE USE CATEGORY	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	TOTAL
Rapid rehousing	\$ -	\$ 41,605.09		\$ 41,605.10	\$ -	\$ 83,210.19
<i>Rapid rehousing: youth set-aside</i>	\$ -	\$ 4,252.96		\$ 4,252.97	\$ -	\$ 8,505.93
Operating subsidies	\$ -	\$ -	\$ 46,805.79		\$ 46,805.73	\$ 93,611.46
<i>Operating subsidies: youth set-aside</i>	\$ -	\$ -	\$ 5,709.14	\$ -	\$ 5,709.15	\$ 11,418.29
Street outreach	\$ -	\$ -	\$ 72,808.92	\$ -	\$ 72,808.91	\$ 145,617.83
<i>Street outreach: youth set-aside</i>	\$ -	\$ -	\$ 7,373.34	\$ -	\$ 7,373.35	\$ 14,746.69
Services coordination	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Services coordination: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Systems support: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of permanent housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Delivery of permanent housing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and shelter diversion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Prevention and shelter diversion: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interim sheltering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Interim sheltering: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shelter improvements to lower barriers and increase privacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Shelter improvements: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 6,067.41	\$ 6,067.41	\$ 6,067.41	\$ 6,067.41	\$ 24,269.64
<b>TOTAL FUNDING ALLOCATION</b>						<b>\$ 346,709.12</b>
<b>Youth Set-Aside (at least 10%)</b>	<b>FY22/23</b>	<b>FY23/24</b>	<b>FY24/25</b>	<b>FY25/26</b>	<b>FY26/27</b>	<b>TOTAL</b>
	\$ -	\$ 4,252.96	\$ 13,082.48	\$ 4,252.97	\$ 13,082.50	\$ 34,670.91

**COMMENTS:**

Youth set aside is 10% of the total funding allocation (0.10 \* \$346,709.12) equaling \$34,670.91 and has been divided among the Rapid Rehousing, Operating Subsidies, and Street Outreach Eligible Use Categories. Administrative costs are 7% of the total funding (0.07 \* \$346,709.12) equaling \$24,269.64. This total has been divided up evenly for each of the program years.