Appendix 5: City of San Mateo Homeless Encampment Response

Note: HCD staff confirmed that a response that exceeds the character maximums and is longer than one page is encouraged

Subchapter 6.6 Prohousing Designation Program requires applicants to confirm that its treatment of encampments on public property complies with and will continue to comply with the constitutional rights of persons experiencing homelessness. An application must include a one-page summary demonstrating how the applicant has enacted best practices in their jurisdiction related to the treatment of unhoused individuals camping on public property, consistent with the United States Interagency Council on Homelessness' "7 Principles for Addressing Encampments (June 17, 2022). The following template and certification are included to help jurisdictions meet this threshold.

Principle 1: Establish a Cross-Agency, Multi-Sector Response to Encampments – Describe how system partners (name partners) work together to prioritize health and safety both for residents and unsheltered individuals. (350 characters max)

1. **The City of San Mateo Housing Division meets quarterly with County partners to respond to homelessness with a regional outlook.**

   The City of San Mateo's Housing Division, County of San Mateo Department of Housing, and the San Mateo County Human Services Agency (HSA) as the lead agency for the local Continuum of Care (CoC) and the Center for Homelessness (COH) meet quarterly to guide systemic planning, identify resource gaps and set local funding priorities to guide federal grant allocation spendings. This consortium has been working together in partnership to develop a cross-jurisdictional approach to homelessness on an informal basis since 2005, when the San Mateo Police Department established a local Homeless Outreach Team (HOT) to respond to individuals experiencing homelessness who may be in crisis and required support.

   This evolved into a more formal partnership that solidified in 2022 under the Working Together to End Homelessness (WTEH) initiative and summit meeting, framed around the California Housing First Mandate established in 2018 under SB 1380. San Mateo County adopted the state's Housing First model – prioritizing low barrier access to housing without requiring individuals to meet preconditions – with a "Functional Zero" target and focuses on placing residents directly into housing while offering voluntary wrap-around support services. The County aligns its capital spending strategies with Housing First principles through the County's Project Homekey motel conversions (Shores Landing, Casa Esperanza, and 721 Airport Boulevard) and the Navigation Center in Redwood City. The County's initiatives focus on balancing community safety with human-centered encampment resolutions and low-barrier shelter models required under SB 1380. The County in 2024 adopted policies under the Hopeful Horizons Framework that establish processes be followed before encampments may be cleared: medical and mental health screenings, written warnings, and sheltered beds must be offered to impacted individuals. HSA is guided by the Ending Homelessness in San Mateo County strategic plan, which sets out a cross jurisdictional roadmap for responding to homelessness, in alignment with State requirements to develop a Homelessness Action Plan.

2. **The City of San Mateo has its own multilingual and multidisciplinary Homeless Outreach Team that does daily outreach.**

Partnerships and collaborations across systems and jurisdictions are a central feature in City of San Mateo's homelessness response network. The City established its own HOT team twenty years ago, and the current team is uniquely multidisciplinary, comprised of a social worker and a retired police officer who make daily rounds throughout the City to interact with public at large, as well as unsheltered individuals. The team is multi-lingual in Spanish and Arabic.

HOT takes a person-centered approach and facilitates individuals' entry into programs such as: Street Medicine, Mobile Clinic, Behavioral Health & Recovery Programs, Whole Person Care, and Healthcare for the Homeless.

The City supports HOT's targeted daily outreach that directly engages unhoused individuals with compassionate case management, healthcare referrals and shelter pathways, and the City also invests municipal resources into community partners such as: Samaritan House (chronically homeless, families with children, veterans, unaccompanied youth); Mental Health Association of San Mateo County (chronically homeless, veterans); Lifemoves, Abode Services, San Mateo County Human Services Agency and San Mateo County Health (chronically homeless, families with children, veterans, unaccompanied youth); and the San Mateo County Veterans Commission (veterans).

3. **The City of San Mateo funds services that help homeless individuals through a CDBG cohort that includes neighboring jurisdictions.**

The City operates with a Community Development Block Grant (CDBG) cohort alongside neighboring jurisdictions that include the County of San Mateo, Redwood City, Daly City, and South San Francisco. This cohort meets on a biweekly basis to align administration processes and provide unified responses to community needs, including its unhoused populations moving across municipal lines.

4. **The City of San Mateo benefits from partnerships and overlapping, daily and systematic approaches that engage multiple sectors.**

The County of San Mateo has its own County Homeless Outreach Team, operated by LifeMoves. This County team covers a broader jurisdiction and overlaps with the City's HOT unit for joint outreach, mental health assessments and case management directly at encampments.

The City's multiple pronged efforts and longstanding partnerships have resulted in continuum of services that prioritize mental health and prevention measures with the goal of housing placements out of homelessness. As a result of these daily, consistent, systematic and overlapping efforts, encampments in the City of San Mateo's public spaces are unusual.

Principle 2: Engage Encampment Residents to Develop Solutions – Describe street outreach efforts to engage with encampment residents to find alternative shelter, housing, and service options using the housing first approach before an existing encampment is closed. (350 characters max)

1. **The City's HOT Unit engages in active daily outreach and problem-solving in the field to bring help to people who need it and where they need it.**

In alignment with the goals of the City's 2023-31 Housing Element (HE) and regional CoC frameworks, the City's multidisciplinary HOT unit, comprised of two civilians: a social worker and a retired City police officer, prioritizes a service-first, trauma-informed approach to field engagement, emphasizing building trust and voluntary compliance to seek Rapid Rehousing assistance, Housing

Navigation and Permanent Supportive Housing, as well as permanent housing in affordable housing units.

The City's HOT unit has been conducting active daily outreach since 2005 and is a consistent daily fixture in areas where unhoused individuals are known to congregate. The unit engages in field-based street outreach, providing emergency stabilization, direct client case management and immediate service connections. The HOT unit works to assess and triage clients' needs and uses their deep knowledge of services and networks to provide clients with immediate and practical solutions. The HOT unit connects clients to meals and food assistance within the City, at the City of San Mateo Bay Tree Bistro for low-cost lunches for seniors, Saint Vincent de Paul for hot meals and other necessities, and Samaritan House for hot meals and food pantry needs, and the team connects clients to other local food assistance programs and services across the County.

2. **The City's HOT Unit helps people with immediate needs and when immediate needs are met, they return to the same clients to find longer term solutions.**

In addition to addressing immediate needs such as hunger and food insecurity, the HOT unit helps clients by driving them to court to meet probation requirements and to State bureaus to apply for and prepare "housing-ready" documents such as drivers licenses, identification cards, social security cards, birth certificates and income verification documents. The unit then helps individuals create accounts, get on waitlists and apply for housing through HIP Housing, Rent Café, MidPen Housing, or through Doorway, a Bay Area affordable housing portal operated by the Association of Bay Area Governments/Metropolitan Transportation Commission that lists vacancies across multiple cities. In the last 365 days, Doorway received 17,000 rental applications for properties located in the City of San Mateo, and out of a total of 60 published listings countywide, 20 of those listings were for properties located in the City of San Mateo. Doorway Housing Portal users have been positive about their experiences applying for affordable housing. (See Doorway PowerPoint Slides dated October 1, 2026.)

HOT unit also helps clients get emergency stabilization by entering them into the Coordinated Entry System, operated Countywide by Samaritan House, which provides streamlined access to mental health at County mental health clinics and physical health services at the San Mateo County Medical Center, as well as housing services.

The HOT unit uses a multi-pronged approach and offers immediate and practical solutions to help individuals find alternative shelter and connect them to services and casework, leveraging HSA's resources and the Coordinated Entry System, which provides streamlined access to a menu of housing and health and safety services.

Principle 3: Conduct Comprehensive and Coordinated Outreach – Describe multidisciplinary connection strategies and linkages to resources and permanent housing solutions that is customized to individual needs. If applicable, describe how the jurisdiction uses the coordinated entry system to connect individuals to resources and permanent housing. (350 characters max)

1. **The City's HOT Unit is made up of a civilian social worker and retired police officer who take a multidisciplinary approach to problem solving in the field, and provide "micro-goals" for individuals.**

The City of San Mateo's approach to addressing unhoused community needs combines relational outreach with system-level coordination. By pairing a civilian social worker (Homeless Outreach Analyst) with a retired police officer, the San Mateo Police Department created a dedicated outreach unit that is separate from routine law enforcement activities, enabling unique strategies tailored to individuals on the street. The complementary skillsets of the retired officer leverages decades of institutional knowledge, de-escalation techniques and familiarity with local street dynamics, and the social worker brings clinical expertise in mental health, trauma-informed care, and case management. This allows the team to conduct clinical triage and address underlying mental health or substance abuse barriers and build human centered connections.

The City's HOT unit is dressed in polo shirts and athletic trousers in the field, and they provide customized "micro-goals" for individuals: for one person, success may mean getting a ride to the DMV for a state ID; for another, it might be picking up vital prescription medications, attending a court date to resolve outstanding warrants, or being driven by the HOT unit to a treatment facility. Active patrol officers and high-caseload social workers often lack the time or resources to walk clients through these administrative processes, and the City's HOT unit provides dedicated case management that ensures that clients do not fall through the cracks during multi-step bureaucratic processes.

2. **The City's HOT Unit uses the coordinated entry system to connect individuals to resources.**

While the HOT unit provides immediate, street-level stability, field encounters trigger immediate coordination with the County's Coordinated Entry System (CES) for long term stabilization and housing. CES is serviced by Core Service Agencies, and the HOT Unit has access to CES as outreach workers with the same access as LifeMoves (the organization contracted to provide homeless outreach for the County) and Street Life Ministries, and have the ability to look up clients, create new client profiles, enter notes and enroll clients into programs.

HOT has access to view and edit CES to triage client needs and referrals. The HOT unit connects individuals to Samaritan House, which administers the County's CES program, and where they receive a standardized intake assessment, evaluating factors like length of homelessness, medical vulnerabilities, crisis history and mental health conditions. CES keeps a countywide waitlist and prioritizes scarce local housing resources, such as Permanent Supportive Housing, Rapid Re-Housing and Project Homekey units for the individuals who have the highest vulnerability metrics. Transitioning from an initial CES assessment to actual housing placement can take time, and the HOT unit maintains regular contact with clients in encampments and ensure that they remain "document-ready" (having birth certificates, income verification and identification cards) when a CES housing spot becomes available. For individuals who are good candidates for below market rate unit housing, the HOT unit assists in applying for open units on Doorway.

The City's unique HOT unit offers outreach and engagement grounded in trauma-informed care and motivational interviewing, with an emphasis on treating individuals with dignity and respect, building trust over time and supporting client choice and self-determination.

Principle 4: Address Basic Needs and Provide Storage – Describe efforts to meet basic needs, health, safety, and access to storage (timeframes) for people experiencing unsheltered homelessness while creating clear pathways to permanent housing. (350 characters max)

1. **The City's HOT Unit addresses street-level needs, and the City supports community partners who do the same.**

   The City HOT Unit addresses street-level needs, safety, property protection and permanent housing through a regional framework structured around the County's Hopeful Horizons model, which prioritizes care and health assessments before taking administrative or cleanup actions.

   Before clearing an encampment or issuing notices, the HOT unit, in coordination with the San Mateo County Street Medicine and mental health specialists, conduct medical and mental health assessments onsite. The HOT unit delivers immediate, street-level aid that incudes distributing basic supplies, arranging transportation to medical appointments and coordinating emergency food assistance through Samaritan House.

   The City of San Mateo offers competitive grant funding in Community Development Block Grant (CDBG) funds annually to provide low-barrier, person-centered and housing-focused approaches to meet the basic needs, health, and safety of low-income residents and people experiencing homelessness. The City contracts with nonprofit organizations such as Samaritan House, Life Moves and Rebuilding Together Peninsula to build an operational safety net that mitigates the immediate public health risks of unsheltered environments, while supporting San Mateo County's Continuum of Care (CoC) CoC Strategic Plan on Homelessness July 2022-June 2025.

   The City provides CDBG funding to Samaritan House to run its core services program, supplying unhoused individuals with emergency food assistance through food banks, clothing, temporary case management and critical health services through a free medical clinic. Operational funding is granted to LifeMoves to provide intensive onsite case management, hygiene support, and behavioral stabilization modes designed to transition individuals safely from field settings into structured temporary facilities. Furthermore, the City funds Rebuilding Together Peninsula to manage the Minor Home & Facility Maintenance program to prevent displacements that may lead to homelessness.

2. **The City's HOT Unit provides verbal notice before a 72-Hour Notice of Intent to Remove Property is posted, and property is stored for up to 90 days.**

   The City visits the site often for outreach and provides repeated verbal notice well before a 72-Hour Notice of Intent to Remove Property is posted. For residents in encampments and the surrounding neighborhood, Public Works and public safety teams address immediate biohazards, safety risks and fire hazards.

   To protect individuals' rights and personal belongings, the City and County enforce timeframes for notice, shelter holds and property storage. The City posts notices in English and Spanish of property

removal for a minimum of 72 hours before an area is cleared (see Notice of Intent to Remove Property), and shelter beds are reserved for impacted individuals to allow individuals to go into local interim housing or navigation centers. If an individual is not at the site during a cleanup, personal property such as vital records, identifications, medications, clothing, tents, sleeping bags and bicycles are itemized, catalogued and stored. The City holds property for 90 days (see Notice of Property Removal – Removed). Individuals are given instructions, documentation and contact information on how and where to retrieve their items. Through the County's Coordinated Entry System (CES), individuals are assessed for vulnerability and matched with permanent housing options that include permanent supportive housing, rapid re-housing or below market rate housing units.

3. **The City's HOT Unit helps individuals find pathways to permanent housing.**

As described in greater detail below, in Principles 5 and 6, the HOT unit actively assists clients in securing birth certificates, government IDs and income verification in order that they have the documents secured to be housing- ready. The HOT team travel around the City with a laptop and they help clients set up Doorway Housing Portal accounts to enter into lotteries for affordable (below- market rate) units that are periodically available throughout the County of San Mateo.

Principle 5: Ensure Access to Shelter or Housing Options – Describe how low barrier resources to housing and supportive services are communicated to encampment residents. Include how strategies involve alternative measures to criminalization, focusing on service engagement and harm reduction. (350 characters max)

1. **The City's HOT Unit, composed of a dedicated and multilingual outreach social worker and nonenforcement retired police officer, delivers supportive services information through daily field outreach.**

In the City of San Mateo, service options are delivered directly on the streets and in encampments using in-person relational engagement, multilingual materials (Spanish and English), and integrated field partners. The HOT unit interpersonally communicates low-barrier housing and supportive service resources to unhoused individuals through its daily field-based outreach, in partnership with LifeMoves, which operates its bilingual homeless outreach teams in a contract with the County of San Mateo. Both the City's HOT unit and LifeMoves maintain a consistent presence in public spaces, and in areas where unsheltered residents may tend to congregate, allowing for repeated engagement, building trust and direct communications about available wraparound services and housing pathways.

The HOT unit, composed of a dedicated outreach social worker and nonenforcement retired police officer, conducts regular visits, delivering information about shelter, medical care and housing through ongoing dialogue (rather than formal citations and police orders). The team shares information through in-person engagement, printed materials that are distributed in the field and at public spaces like City Hall and libraries, and direct registration and referrals to trusted service providers.

When possible, referrals prioritize low-barrier options that can accommodate partners, pets (Mobile Vet) and personal belongings. Residents are also connected to hygiene services (Dignity on Wheels), food assistance, health care, case management, housing problem-solving and the County's Coordinated Entry System (CES) for assessment, referral and connection to interim and permanent

housing opportunities. The HOT unit also helps clients move into new places, taking clients to buy dish soap, bedding and pick up donated furniture.

2. **The HOT Unit connects clients to a countywide network of publicly-funded shelters and housing options.**

The HOT Unit is able to access CES on the devices they carry with them on the field, and clients who are entered into CES are then assessed and triaged into shelters across the County. The HOT Unit partners with the following organizations to provide shelter and housing: El Camino House (San Mateo); Project WeHope (East Palo Alto); Navigation Center (Redwood City); and Safe Harbor Shelter (South San Francisco).

Family shelters include: Villa Terrace (San Mateo); Family House (Redwood City); and Daly City Crossroads (Daly City).

For after-hours emergencies: Safe Harbor shelter is available (not a CES bed, just emergency cots for one night).

The HOT Unit also connects clients to non-publicly funded organizations that they encounter in the field. HOT partners with the following entities that are not publicly-funded: St. Vincent de Paul and Pastor Animalina.

3. **The HOT Unit is a problem-solving team that prioritizes trauma-informed outreach and connection to care.**

The HOT unit's approach is in alignment with the Hopeful Horizons framework, prioritizing trauma-informed outreach, voluntary service engagement, harm reduction and connection to care, as alternatives to punitive responses. Outreach focuses on reducing immediate risk to health and safety, preserving dignity and self-determination, and creating practical and accessible pathways to shelter, supportive services and permanent housing. This strategy helps to ensure that encampment residents receive clear and repeated information about available resources and are offered meaningful opportunities to engage in services without unnecessary barriers.

Principle 6: Develop Pathways to Permanent Housing and Supports – Describe Housing First strategies emphasizing low barriers, a harm-reduction model, and services to support people obtaining permanent housing more efficiently. Identify efforts to align federal, state, and local funding/programs to provide clear pathways to permanent housing. (350 characters max)

1. **The HOT Unit focuses on returning clients to safe housing to use as a starting point to address other issues.**

The City of San Mateo, operating in close alignment with the County and local Continuum of Care (COC), uses a Housing First model that prioritizes quickly connecting people experiencing homelessness to permanent, stable housing without preconditions or barriers to entry. The HOT unit's interventions focus on returning clients to safe housing that they can use as a starting point to address other issues. The HOT unit assesses clients' needs during the intake process, strategizing on medical services and housing search services for special populations such as domestic violence survivors and veterans, and families with minors. Individuals are connected to housing and shelter resources without need to demonstrate sobriety, minimum income, employment, lack of criminal

record or participation in treatment programs. Navigation Center and shelter facility programs accommodate partners, pets and personal belongings to further remove barriers that unhoused individuals face when accepting placement.

The City's HOT unit actively assists clients in securing birth certificates, government IDs and income verification while in temporary shelter. While comprehensive supportive services such as mental health counseling, substance abuse disorder treatment and life skills training are offered, participation is voluntary and not a requirement for shelter. Please see Principle 5 for a list of shelters that clients in the City of San Mateo get referred to.

The HOT Unit partners with street medicine teams and shelter partners, employing harm-reduction principles as a foundation of their work, so that clients struggling with active addition or mental health conditions remain housed while receiving supportive care. The following care providers are part of CES: the San Mateo Medical Center, the Peninsula Hospital in Burlingame and the Maguire Facility in Redwood City.

2. Connecting clients to a continuum of housing options.

To efficiently move residents from homelessness into long-term housing, the City's HOT unit conducts street-level outreach, engages Samaritan House to conduct a vulnerability assessment and registration into the County's Coordinated Entry System to accelerate a match to regional housing programs: Rapid Re-Housing (RR), Permanent Supportive Housing (PSH) and Below Market Rate (BMR) housing. A list of County funded service organizations can be found in the County's Annual Action Plan, Section AP-39-Summary. The City of San Mateo, as reported in the 2026-27 Annual Action Plan (see Table 2), coordinates with and funds homelessness support and services for the following organizations: Rape Trauma Services, Legal Aid Society of San Mateo County, LifeMoves, Samaritan House, and Community Overcoming Relationship Abuse.

For individuals needing short to medium-term support, RR provides temporary rental assistance, security deposit coverage and stabilization case management. For long-term stabilization, individuals are matched to PSH units to provide ongoing home-based supportive services.

Even as they are in temporary shelters, the City's HOT Unit thinks ahead and actively assists clients in securing documents that would help them be "housing-ready." They offer to drive clients to go where they need to be to obtain copies of their birth certificates, government IDs and income verification.

The HOT Unit carries devices into the field and help clients set up Doorway accounts to enter into lotteries for BMR units that periodically open throughout the County. Doorway Housing is a portal that allows renters to view affordable unit vacancies in multiple jurisdictions. (Please see Doorway PowerPoint Slides, where testimony from individuals are recorded from surveys in September 2026).

3. Other shelter options.

The City funds a portfolio of interim spaces through local nonprofit subrecipients of federal funds from the CDBG program. LifeMoves and Samaritan House, both CDBG subrecipients, provide supportive services and emergency interim housing for individuals experiencing homelessness.

In FY 2025-26, 54 people benefited from shelter operations through LifeMoves, which operates the First Step for Families shelter in San Mateo. Safe Harbor shelter served 153 clients (countywide) in the same timeframe.

Lifemove also operates the Vendome, one of the city's landmark permanent supportive housing developments that bridges the gap between emergency street outreach and long-term housing stability. The City acquired the defunct hotel in 2007 and contributed toward its renovation and conversion into permanent supportive single room occupancy (SRO) units to support chronically homeless individuals. The Vendome, operated by LifeMoves, offers permanent, deeply affordable housing to adults who have experienced long-term or chronic homelessness, often alongside disabling physical conditions or mental health challenges. Residents sign leases and reside at the Vendome as their permanent home. Situated in downtown San Mateo, Vendome residents are within walking distance to civic resources and public transportation, grocery stores, medical clinics and agencies like Samaritan House, and the HOT unit often uses the Vendome as a home base when they are in the downtown area.

Lifemoves First Step for Families provides shelter and supportive services to help homeless families return to self-sufficiency and the facility staffs 117 beds. Through countywide collaborations, the City also supports the work of other shelters run by Lifemoves throughout San Mateo County, including Coast House, Family Crossroads, Haven Family House, Maple Street Shelter, and Redwood Family House.

Samaritan House Safe Harbor is a regional emergency shelter for adults located in South San Francisco. After basic needs are met and shelter clients are stabilized, Safe Harbor provides case management for financial counseling, including job search and employment services, as well as budgeting to help achieve financial self-sufficiency. The program also assists in housing searches, finding subsidized housing when possible. One example is access to the San Mateo Housing Readiness Voucher program, which involves three years of continuous case management and rental housing vouchers.

4. The City continues to build out its affordable housing supply.

On the affordable unit production front, the City continues to administer its longtime First Time Homebuyer program and below market rate (BMR) program to create a steady supply of new affordable rental and ownership opportunities. The City continues to build its affordable housing assets that are accessible to low-income households through three main recent projects: Kiku Crossing, which transformed a publicly owned parking lot into 225-units of deeply affordable rentals and leased up in 2024; Bespoke, a 71-unit affordable housing project on that received entitlements in May 2026 to be built on publicly owned land; and Montara at Bay Meadows is a project funded in part via local Permanent Local Housing Allocation funds to provide affordable housing at the 67-unit building, 11 of which units are dedicated to housing veterans. The City's robust planning application pipeline is set to meet Regional Housing Needs Allocation numbers.

Principle 7: Create a Plan for What Will Happen to Encampment Sites After Closure – Describe plans for former encampment spaces (long-term solutions to prevent encampments from reoccurring). Include efforts to emphasize safety, accessibility, and inclusivity that improve infrastructure. Example: Communities can include curb cuts to increase mobility access and enhanced lighting to encourage safety. (350 characters max)

1. **The City has a formal noticing process while the HOT Unit communicates the same information interpersonally.**

The City of San Mateo's One Day Homeless Count, also known as the Point-in-Time Count (PIT), for 2026 was 81 individuals. In 2024, the PIT was 95 individuals. There is no by-city breakdown of sleeping locations, but Countywide, the majority of homeless individuals sleep in cars, vans and recreational vehicles, and very few are encamped in tents and makeshift shelters.

The diligent outreach work of the HOT unit keeps the numbers of those in tents and makeshift shelters low, thus the City generally has very few encampments. However, when the need arises for encampment resolution, the City is equipped with a process that first involves the Police Department posting notice of site clearance for at least 72 hours. (See "Notice of Intent to Remove Property.")

The HOT unit, along with Lifemoves, other members of PD and Public Works arrive at the site after the notice expires to clear the site of weapons and secure the scene. The initial focus of work is on clearing biohazards, trash, hazardous waste and structural debris. The City's Public Works Department has a contract with Clark Services, a company that assists in removing encampment waste and debris.

Once the site has been cleared, and the initial movement of people has taken place, the HOT unit and LifeMoves return to check if there are any remainder clients to work with and relocate to temporary shelters. Notice of possession removal is communicated with a "Notice of Property Removal – Removed" (see document attachment "Notice of Property Removal – Removed") and by explaining verbally to clients that the City will hold unclaimed property for up to 90 days, and the Notice provides an address and phone number for property release. Personal items are stored at either the City's corps yard or at Clark Services' facilities.

2. **Members of the Police Department have Crime Prevention Through Environmental Design training, used after an encampment site is closed.**

To prevent encampments from recurring and to revitalize public areas, the City of San Mateo, in alignment with countywide standards – the County of San Mateo's Sheriff's Office trains officers in Crime Prevention Through Environmental Design (CPTED). The City of San Mateo's HOT Unit's retired police officer is trained in CPTED, and he advises Public Works and other City staff on crime prevention through the placement of boulders, lights, and reducing overgrown shrubbery, while the HOT Unit continues its focus on outreach and site maintenance. These strategies focus on the long term and emphasize turning encampment spaces into clean, safe and accessible community assets.

Once a site is cleared, Public Works returns to repair damaged public infrastructure and to reclaim public rights of way and see if lighting fixtures or fencing could be installed to re-establish boundaries. Parks and Recreation staff and the landscaping team may be called upon to coordinate maintenance and clear overgrown brush to improve sightlines. City arborists and Parks and Recreation work to ensure that trees and bushes are trimmed and that spaces are well maintained and free of vandalism.

For long-term management of the public space, the HOT unit returns to the site for continuous monitoring, maintenance and outreach. The unit has working relationships with nearby residents and business owners to keep open lines of communication for both information on clients and for assistance to the public, to ensure continued public access and usability.

Certification and Authorization:

Signature of Authorized Representative	Date