Appendix 5 Encampments

Supporting Documents from the City of San Mateo and San Mateo Police Department:

- City Ord. 2.39.160-190; City Ord. 17.08.010
- Policy 804 Property and Evidence
- Noice of Intent to Remove Property (English & Spanish)
- Notice of Property Removal (English/Spanish) (72- hour notice)
- Notice of Property Removal - Removed
- First Notice for Parked Vehicles (English/Spanish)
- Final Notice for Parked Vehicles (English/Spanish)
- Disorderly Conduct & Illegal Lodging Official Notice (English)
- Disorderly Conduct & Illegal Lodging Advisio Oficial (Spanish)

Supporting Documents Related to San Mateo County

- County of San Mateo Continuum of Care and Homeless Information Management System Governance Charter
- San Mateo County Continuum of Care Strategic Plan on Homelessness July 2022-2025
- County of San Mateo HHAP Round 6 Application
- County of San Mateo Encampment Policy Draft
- County of San Mateo Strategic Plan: Ending Homelessness in San Mateo County
- County of San Mateo Hopeful Horizons Ordinance

Other Supporting Documents

- Doorway PowerPoint Slides, October 1, 2026

2.39.160 UNCLAIMED PROPERTY —TIME FOR HOLDING.

Any unclaimed property shall be held by the department for a period of at least three months

(Ord. No. 1998-2 § 1; prior code § 68.01.)

Cross References

Section 2.39.170

2.39.170 UNCLAIMED PROPERTY—SALE.

If, within said period specified in Section 2.39.160, such bicycle or other property has not been claimed by anyone legally entitled thereto, such bicycle or other property may be sold at public auction to the highest bidder on notice of sale given as set forth in Section 2.39.180.

(Prior code § 68.02.)

2.39.180 UNCLAIMED PROPERTY—SALE—NOTICE.

Notice of sale of such unclaimed property shall be given by the Chief of Police at least five days before the time fixed for such sale by publishing such notice once in a newspaper of general circulation published in the county.

(Prior code § 68.03.)

Cross References

Section 2.39.170

2.39.190 UNCLAIMED PROPERTY—DESTRUCTION.

In the event that any such property is perishable and cannot be sold, or the property has no sale value, or at such auction sale there have been no bids for the property, it shall be destroyed by the Chief of Police at such time as the Chief of Police may determine.

(Ord. No. 1998-2 § 2; prior code § 68.04.)

17.08.010 DIRT OR RUBBISH.

No person shall throw into, or deposit upon, any street, or in the bed, or on the banks of any creek, lagoon, storm drain, or any other part of any public grounds, within this City, except in such places as may be designated for that purpose by the Council, by ordinance or otherwise, any glass, broken ware, empty cans, dirt, rubbish, garbage, filth, oil, gasoline, solvent or other petroleum distillates or any other flammable, poisonous or noxious matter, nor shall such material be deposited in private premises where such deposits would become a public nuisance. No person shall empty, or throw, or deposit, in any manhole, catch basin, sump or flushing hole of any sewer or storm drain any glass, broken ware, hay, straw, dirt, rubbish, garbage, filth, butcher's offal, or any animal or vegetable matter, or oil, gasoline, solvent or other petroleum distillates or any other flammable, poisonous or noxious matter.

(Ord. No. 1978-13 § 1; prior code § 66.01.)

Cross References

Section 1.04.050(a)

Section 13.20.010(b)

Property and Evidence

804.1 PURPOSE AND SCOPE

This policy provides for the proper collection, storage, and security of evidence and other property. Additionally, this policy provides for the protection of the chain of evidence and identifies those persons authorized to remove and/or destroy property.

804.1.1 DEFINITIONS

Definitions related to this policy include:

Property - All articles placed in secure storage within the Property, including the following:

- Evidence - Items taken or recovered in the course of an investigation that may be used in the prosecution of a case, including DNA and latent fingerprints.
- Found property - Items found by members of the Department or the public that have no apparent evidentiary value and where the owner cannot be readily identified or contacted.
- Safekeeping - Items received by the Department for safekeeping, such as a firearm, the personal property of an arrestee that has been not taken as evidence, and items taken for safekeeping under authority of law.

804.2 PROPERTY HANDLING

Any member who first comes into possession of any property shall retain such property in their possession until it is properly tagged and placed in the designated property locker or storage room along with the property form. Care shall be taken to maintain the chain of custody for all evidence.

Whenever property is taken or received (e.g., relinquished firearms) from an individual, a property receipt form will be completed. The receipt shall describe the property and contain a notice on how to retrieve the property, as applicable, from the Department. A copy of the property receipt form shall be given to the individual from whom the property was taken or received.

Where ownership can be established as to found property with no apparent evidentiary value, such property may be released to the owner without the need for booking, only if the officer cannot find the owner by the end of their shift. If any owner is found, a property receipt must be completed to document the release of property not booked and the owner shall sign the form acknowledging receipt of the items.

Our Department uses a Property and Evidence Receipt to document our seizure of items from citizens when there is potential for the items return. Examples of items that will not be returned are narcotics contraband, prescription drugs, explosives, illegal weapons (except firearms, which should always be listed), etc.

An employee taking possession of any item from a subject shall issue a receipt using the Departmental form "Evidence and Property Receipt" (per the requirements of California Penal Code 1412). If an employee is unable to issue this receipt directly to the subject, that employee shall send the yellow copy of the receipt by US mail to the most appropriate address for the subject

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

as determined by the employee. The white copy of the receipt shall be given to property so they can scan and attach the receipt to the case in RIMS.

804.2.1 PROPERTY BOOKING PROCEDURE

All property must be booked prior to the member going off-duty unless otherwise approved by a supervisor. Members booking property shall observe the following guidelines:

(a) Complete the property form describing each item of property separately, listing all serial numbers, owner's name, finder's name, and other identifying information or markings.

(b) Mark each item of evidence with the booking member's initials and the date booked using the appropriate method so as not to deface or damage the value of the property.

(c) Complete an evidence/property tag and attach it to each package or envelope in which the property is stored.

(d) Place the case number on the item.

(e) The original property receipt shall be submitted to property (white copy). A copy shall be placed with the person, the persons items at the jail, or mailed to the owner's address.

(f) When the property is too large to be placed in a locker, the item may be retained in the property designated storage areas (ex. Bike cage, vehicle cage, etc.). Submit the completed property receipt into property locker #4 indicating how the owner received property receipt.

804.2.2 NARCOTICS AND DANGEROUS DRUGS

All narcotics and dangerous drugs shall be booked separately. Unless it is necessary that it be kept, paraphernalia as defined by Health and Safety Code § 11364, should be photographed and then discarded per Department practice.If the paraphernalia needs to be kept, it shall be booked separately per SOP 600.

The officer seizing the narcotics and dangerous drugs shall place them in the designated locker.All narcotics should be TruNarc'ed before submitting them into the lockers. There can be exceptions to this such as plant-based narcotics (marijuana and psilocybin) and some pills cannot be TruNarc'ed. There should be a TruNarc yellow sticker placed onto the k-pak with the results of that TruNarc on the lab label. All seals should be heat sealed, initialed, and dated.

804.2.3 EXPLOSIVES AND FLAMMABLE ITEMS

Officers who encounter a suspected explosive device shall promptly notify their immediate supervisor or the Watch Commander. The bomb squad will be called to handle explosive-related incidents and will be responsible for the handling, storage, sampling, and disposal of all suspected explosives.

Explosives will not be retained in the police facility. Only fireworks that are considered stable and safe and road flares or similar signaling devices may be booked into property's explosive box 1 or 2, depending on the size.

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

For all "Safe and Sane" (non-criminal) firework confiscations:

1. Collect the items and enter CAD notes into RIMS before clearing the call.

2. At the end of your shift, pull one RIMS case number "Information Only" for all "safe and sane" confiscations (Use SMPD as the address, but list out in your case number the addresses where the confiscations occurred throughout the night).

3. Take a photograph of what you are placing in the explosive box and log that photo (marked as evidence) and the fireworks (marked as destruction) as two separate items on the property sheet

For all criminal firework confiscations:

1. Take a photo of the fireworks (s) in the location and packaging in which they were found.

2. If a citation is issued, please make a copy and attach it to your case.

3. Before packing the fireworks for destruction, please remove the label and place it in a separate evidence envelope, marked as evidence on the RIMS property tab, to be stored in the SMPD evidence lockers.

4. The fireworks (s) are then booked for destruction on the RIMS property tab as an item, but they are placed into the explosive box (located on the south side of the parking lot, behind the Chief's Parking spot).

5. Please ensure you have three separate items on your property sheet (the label, the fireworks, and the photo)

6. Submit the case before the end of your shift.

The Property Officer will facilitate transport to the San Mateo County range during the annual July drop-off.

For any items that are flammable or combustible substances, officers must place items in the hazmat closet located on the west side of the police department building. All items should be properly packaged into a metal cylindrical canister that is completely sealed. Any arson cases that are time sensitive need to be reported to property promptly in order to be transported to the crime lab immediately for analysis. Please see SOP 601 on further packaging and storage details.

804.2.4 EXCEPTIONAL HANDLING

Certain property items require a separate process. The following items shall be processed in the described manner:

(a) Bodily fluids such as blood or semen stains shall be air dried prior to booking.

(b) License plates found not to be stolen or connected with a known crime, should be released directly to the Property Officer. No formal property booking process is required.

(c) All bicycles and bicycle frames require a property record entry. Property tags will be securely attached to each bicycle or bicycle frame. The property should be placed in the bicycle storage area until a Property Officer can log the property.

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

(d) All cash shall be counted in the presence of another Officer and the seal of the envelope initialed and dated by both the booking officer and witness Officer. The Supervisor shall be notified for all cash in excess of $1,000 for awareness, and this notification shall be documented in your police report.

City property, unless connected to a known criminal case, should be released directly to the appropriate City department. No formal booking is required. In cases where no responsible person can be located, the property should be booked for safekeeping in the normal manner.

804.2.5 RELINQUISHED FIREARMS

Individuals who relinquish firearms pursuant to the provisions of Penal Code § 29850 shall be issued a receipt that describes the firearm, the serial number, make and model of the firearm, or other identification of the firearm at the time of relinquishment (Penal Code § 29810).

Relinquished firearms shall be retained for 30 days, after which time they may be destroyed, retained, sold or otherwise transferred, unless (Penal Code § 29810):

(a) A order is issued by a judge of a court of record or the District Attorney stating the firearms shall be retained; or

(b) The convicted person provides written notice of an intent to appeal the conviction that necessitated the relinquishment; or

(c) The Automated Firearms System indicates that the firearm was reported lost or stolen.

1. In such event, the firearm shall be restored to the lawful owner as soon as it is no longer needed as evidence, the lawful owner has identified the weapon and provided proof of ownership, and the Department has complied with the requirements of Penal Code § 33850 et seq.

An officer shall ensure Dispatch or Records is notified of a relinquished firearm for purposes of updating the Automated Firearms System. This will need to be done by filling out an accurate Automated Firearm Systems form and submitting it to Records during business hours or Dispatch after hours. When the disposition of the firearm becomes available after the case is adjudicated, the Property personnel will update of the disposal of the firearms in the Automated Firearms System for purposes of notifying the California Department of Justice (DOJ).

804.3 PACKAGING OF PROPERTY

Certain items require special consideration and shall be booked separately as follows:

(a) Narcotics and dangerous drugs

(b) Firearms (ensure they are unloaded and booked separately from ammunition)

(c) Property with more than one known owner

(d) Paraphernalia as described in Health and Safety Code § 11364

(e) Fireworks

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

804.3.1 PACKAGING CONTAINER
Members shall package all property, except narcotics and dangerous drugs, in a suitable container available for its size. Knife boxes or sheaths should be used to package knives, and syringe tubes should be used to package syringes and needles.

A property sticker shall be securely attached to the outside of all items or group of items packaged together.

804.3.2 PACKAGING NARCOTICS
The officer seizing narcotics and dangerous drugs shall retain such property in his/her possession until it is properly weighed, packaged, tagged, and placed in the designated property locker.

Prior to packaging, if safe to do so and if the quantity allows, a presumptive test should be made on all suspected narcotics.If conducted, the results of this test shall be included in the officer's report and on the lab label under test results.

Narcotics and dangerous drugs shall be packaged in a Kapak/Polyethylene of appropriate size available in the evidence processing area. The booking officer shall initial the lab label and initial the heat seal of the Kapak. Narcotics and dangerous drugs shall not be packaged with other property. Marijuana and Psilocybin shall be packaged either in a paper bag or in a paper lab envelope that needs to be sealed with evidence tape and initialed across all openings. All evidence items that are not heat sealed should be sealed with red evidence tap if going to the lab. These seals should be initialed and dated.

Fentanyl is considered a dangerous drug. All precautions and safety measures should be taken when handling fentanyl. Refer to SOP 602 for fentanyl handling. Suspected fentanyl and fentanyl analogs and other unknown substances will be packaged in double K-Pak bags of appropriate size. All heat-sealed K-Pak's should be initialed and dated. Make sure that there are no air pockets or holes in the packaging. A pencil should be able to slide across the top of the heat seal without poking through to the other side. Tug at the packaging on top to make sure the heat seal has activated the sealant and does not open the packaging.

All items going to the lab should have a completed lab label attached to the evidence. A completed property sticker shall be attached to the outside of the container. The chain of custody shall be recorded on the lab label or lab evidence envelope where a chain of custody is present.

804.4 RECORDING OF PROPERTY
The Property Officer receiving custody of evidence or propertywill receive the property in from the lockers and update a location within the property room through the Property Management System

A property tag shall be obtained for each item or group of items by the officer and placed on the evidence item. This number will be recorded in the Property Management System.

Any changes in the location of property held by the San Mateo Police Department shall be noted in the Property Management System.

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

804.5 PROPERTY CONTROL

Each time the Property Officer receives property or releases property to another person, he/she shall enter this information in the Property Management System. Officers desiring property for court shall let the Property Unit know at least two days prior to the court day.

804.5.1 RESPONSIBILITY OF OTHER PERSONNEL

Any officer who is checking out an item will be given two check out sheets. One check out sheet will be signed with initials, date, and time. This first check out sheet will stay with property. Any officer who is checking out an item and releasing that item to a person at a later time will need to fill out a property release form. This item will stay in that officer's possession in the Property Management System until the property release form is given back to property and/or if the item is returned to property with the other property check out sheet. This second check out sheet should also be signed with initials, date, and time.

804.5.2 TRANSFER OF EVIDENCE TO CRIME LABORATORY

The transporting member will check the evidence out of property, indicating the date and time on the property control card and the request for laboratory analysis.

The Property Officer releasing the evidence must complete the required information on the property control card and the evidence. The lab forms will be transported with the property to the examining laboratory. Upon delivering the item involved, the officer will record the delivery time on both copies and indicate the locker in which the item was placed or the member to whom it was delivered. The original copy of the lab form will remain with the evidence and the copy will be returned to the Records for filing with the case.

804.5.3 STATUS OF PROPERTY

Each person receiving property will make the appropriate entry to document the chain of evidence. Temporary release of property to officers for investigative purposes, or for court, shall be noted in the Property Management System, stating the date, time and to whom released.

The Property Officer shall obtain the signature of the person to whom property is released, and the reason for release. Any member receiving property shall be responsible for such property until it is properly returned to property or properly released to another authorized person or entity.

The return of the property should be recorded in the Property Management System, indicating date, time, and the person who returned the property.

804.5.4 AUTHORITY TO RELEASE PROPERTY

The investigating officer shall authorize the disposition or release of all evidence and property coming into the care and custody of the Department.

804.5.5 RELEASE OF PROPERTY

All reasonable attempts shall be made to identify the rightful owner of found property or evidence not needed for an investigation.

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

Release of property shall be made upon receipt of an authorized release form, listing the name and address of the person to whom the property is to be released. The release authorization shall be signed by the authorizing supervisor, officer,or detective and must conform to the specific item(s) to be released. Release of all property shall be documented on the property release form.

With the exception of firearms and other property specifically regulated by statute, found property should be held for 90 days and property held for safekeeping shall be held for a minimum of 60 days. An officer shall attempt to contact the rightful owner by telephone and/or mail when sufficient identifying information is available. Property not held for any other purpose and not claimed within 90 days after notification (or receipt, if notification is not feasible) may be auctioned to the highest bidder at a properly published public auction if of significant monetary value. If such property is not sold at auction or otherwise lawfully claimed, it may thereafter be destroyed (Civil Code § 2080.6). Any usable items are donated to reputable outreach agencies. The final disposition of all such property shall be fully documented in the Property Management Sytem.

A Property Officer shall release the property upon proper identification being presented by the owner for which an authorized release has been received. A signature of the person receiving the property shall be recorded on the Property Invoice form. After release of all property entered in the Property Management System, the released property record shall be scanned to attachments in the case. Upon release, the proper entry shall be documented in the Property Management System.

Under no circumstances shall any firearm, magazine, or ammunition be returned to any individual unless and until such person presents valid identification and written notification from the California Department of Justice that conforms to the provisions of Penal Code § 33865.

The Property Supervisor should also make reasonable efforts to determine whether the person is the subject of any court order preventing the person from possessing a firearm and if so, the firearm should not be released to the person while the order is in effect.

The Department is not required to retain any firearm, magazine, or ammunition longer than 180 days after notice has been provided to the owner that such items are available for return. At the expiration of such period, the firearm, magazine, or ammunition may be processed for disposal in accordance with applicable law (Penal Code § 33875).

804.5.6 DISPUTED CLAIMS TO PROPERTY

Occasionally more than one party may claim an interest in property being held by the Department, and the legal rights of the parties cannot be clearly established. Such property shall not be released until one party has obtained a valid court order or other undisputed right to the involved property.

All parties should be advised that their claims are civil and in extreme situations, legal counsel for the Department may wish to file an interpleader to resolve the disputed claim (Code of Civil Procedure § 386(b)).

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

804.5.7 CONTROL OF NARCOTICS AND DANGEROUS DRUGS
The Property and Evidence personnel will be responsible for the storage, control, and destruction of all narcotics and dangerous drugs coming into the custody of this department, including paraphernalia as described in Health and Safety Code § 11364.

804.5.8 RELEASE OF FIREARMS IN DOMESTIC VIOLENCE MATTERS
Within five days of the expiration of a restraining order issued in a domestic violence matter that required the relinquishment of a firearm or ammunition, the Property Officer shall return the weapon or ammunition to the owner if the requirements of Penal Code § 33850 and Penal Code § 33855 are met, unless the firearm or ammunition is determined to be stolen, evidence in a criminal investigation, another successive order has been issued against the individual, or the individual is otherwise prohibited from possessing a firearm (Family Code § 6389(g); Penal Code § 29825.5; Penal Code § 33855).

804.5.9 RELEASE OF FIREARMS AND WEAPONS IN MENTAL ILLNESS MATTERS
Firearms, other deadly weapons, or ammunition confiscated or relinquished from an individual detained for an evaluation by a mental health professional or subject to the provisions of Welfare and Institutions Code § 8100 or Welfare and Institutions Code § 8103 shall be released or disposed of as follows:

(a) If a petition for a hearing regarding the return of a firearm or a weapon has been initiated pursuant to Welfare and Institutions Code § 8102(c), the firearm or weapon shall be released or disposed of as provided by an order of the court. If the court orders a firearm returned, the firearm shall not be returned unless and until the person presents valid identification and written notification from the California Department of Justice (DOJ) that conforms to the provisions of Penal Code § 33865.

(b) If no petition has been initiated pursuant to Welfare and Institutions Code § 8102(c) and the firearm or weapon is not retained as evidence, the Department shall make the firearm or weapon available for return. No firearm will be returned unless and until the person presents valid identification and written notification from the California DOJ that conforms to the provisions of Penal Code § 33865.

(c) Unless the person contacts the Department to facilitate the sale or transfer of the firearm to a licensed dealer pursuant to Penal Code § 33870, firearms not returned should be sold, transferred, destroyed, or retained as provided in Welfare and Institutions Code § 8102.

804.5.10 RELEASE OF FIREARMS IN GUN VIOLENCE RESTRAINING ORDER MATTERS
Firearms and ammunition that were taken into temporary custody or surrendered pursuant to a gun violence restraining order shall be returned to the restrained person upon the expiration of the order, verification that the person is not otherwise legally prohibited from possessing a firearm, and in accordance with the requirements of Penal Code § 33850 et seq. (Penal Code § 18108; Penal Code § 18120).

If the restrained person who owns the firearms or ammunition does not wish to have the firearm or ammunition returned, they are entitled to sell or transfer title to a licensed dealer, provided that

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

the firearms or ammunition are legal to own or possess and the restrained person has right to title of the firearms or ammunition (Penal Code § 18120).

If a person other than the restrained person claims title to the firearms or ammunition surrendered pursuant to Penal Code § 18120 and the San Mateo Police Department determines the person to be the lawful owner, the firearms or ammunition shall be returned in accordance with the requirements of Penal Code § 33850 et seq. (Penal Code § 18120).

Firearms and ammunition that are not claimed are subject to the requirements of Penal Code § 34000.

804.5.11 RELEASE OF FIREARMS, MAGAZINES, AND AMMUNITION
The Department shall not return any firearm, magazine, or ammunition taken into custody to any individual unless all requirements of Penal Code § 33855 are met.

804.6 DISPOSITION OF PROPERTY

All property not held for evidence in a pending criminal investigation or proceeding, and held for six months or longer where the owner has not been located or fails to claim the property, may be disposed of in compliance with existing laws upon receipt of proper authorization for disposal. The Property Officer shall request a disposition or status on all property which has been held in excess of 120 days, and for which no disposition has been received from a supervisor or detective.

804.6.1 EXCEPTIONAL DISPOSITIONS
The following types of property shall be destroyed or disposed of in the manner, and at the time prescribed by law, unless a different disposition is ordered by a court of competent jurisdiction:

- Weapons declared by law to be nuisances (Penal Code § 25700; Penal Code § 26110; Penal Code § 26395; Penal Code § 29300; Penal Code § 18010; Penal Code § 32750)
- Animals, birds, and related equipment that have been ordered forfeited by the court (Penal Code § 599a)
- Counterfeiting equipment (Penal Code § 480)
- Gaming devices (Penal Code § 335a)
- Obscene matter ordered to be destroyed by the court (Penal Code § 312)
- Altered vehicles or component parts (Vehicle Code § 10751)
- Narcotics (Health and Safety Code § 11474 et seq.)
- Unclaimed, stolen, or embezzled property (Penal Code § 1411)
- Destructive devices (Penal Code § 19000)
- Sexual assault evidence (Penal Code § 680)

804.6.2 UNCLAIMED MONEY
If unclaimed money in its treasury or in the official custody of its officers for three years is the property of the local agency after notice if not claimed or if no verified complaint is filed and served.

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

At any time after the expiration of the three-year period, the treasurer of the local agency may cause a notice to be published once a week for a period of two successive weeks in a local newspaper of general circulation (Government Code § 50050). Such notice shall state the amount of money, the fund in which it is held, and that the money will become the property of the agency on a designated date not less than 45 days and not more than 60 days after the first publication (Government Code § 50051).

Under Civil Code Section 2080.3(a) If the reported value of the property is two hundred fifty dollars or more and no owner appears and proves his or her ownership of the property within 90 days, the police department or sheriff's department shall cause notice of the property to be published at least once in a newspaper of general circulation. If, after seven days following the first publication of the notice, no owner appears and proves his or her ownership of the property and the person who found or saved the property pays the cost of the publication, the title shall vest in the person who found or saved the property unless the property was found in the course of employment by an employee of any public agency, in which case the property shall be sold at public auction. Title to the property shall not vest in the person who found or saved the property or in the successful bidder at the public auction unless the cost of publication is first paid to the city, county, or city and county whose police or sheriff's department caused the notice to be published.

Any individual item with a value of less than $15.00, or any amount if the depositor/owner's name is unknown, which remains unclaimed for a year or by order of the court, may be transferred to the general fund without the necessity of public notice (Government Code § 50055).

804.6.3 RETENTION OF BIOLOGICAL EVIDENCE

The Property Supervisor shall ensure that no biological evidence held by the Department is destroyed without adequate notification to the following persons, when applicable:

(a) The defendant

(b) The defendant’s attorney

(c) The appropriate prosecutor and Attorney General

(d) Any sexual assault victim

(e) The Investigation Services Division supervisor

Biological evidence shall be retained for either a minimum period that has been established by law (Penal Code § 1417.9) or that has been established by the Property Supervisor, or until the expiration of any imposed sentence that is related to the evidence, whichever time period is greater. Following the retention period, notifications should be made by certified mail and should inform the recipient that the evidence will be destroyed after a date specified in the notice unless a motion seeking an order to retain the sample is filed and served on the Department within 180 days of the date of the notification. A record of all certified mail receipts shall be retained in the appropriate file. Any objection to, or motion regarding, the destruction of the biological evidence should be retained in the appropriate file and a copy forwarded to the Investigation Services Division supervisor.

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

Biological evidence related to a homicide shall be retained indefinitely and may only be destroyed with the written approval of the Chief of Police and the head of the applicable prosecutor's office.

Biological evidence or other crime scene evidence from an unsolved sexual assault should not be disposed of prior to expiration of the statute of limitations and shall be retained as required in Penal Code § 680. Even after expiration of an applicable statute of limitations, the Investigation Services Division supervisor should be consulted and the sexual assault victim shall be notified at least 60 days prior to the disposal (Penal Code § 680). Reasons for not analyzing biological evidence shall be documented in writing (Penal Code § 680.3).

804.6.4 DESTRUCTION OF FIREARMS AND OTHER WEAPONS

The Property supervisor or the authorized designee shall develop and maintain guidelines and procedures relating to the destruction of firearms and other weapons that includes but is not limited to the following (Penal Code § 18005):

(a) Identification of firearms and other weapons that need to be destroyed

(b) Maintenance of records of firearms and other weapons that need to be destroyed, including entry into the Automated Firearms System, as applicable, and records of the destruction and disposal of those firearms and other weapons

(c) Identification of any law enforcement agency that the Department contracts with or has an agreement with related to the storage or destruction of firearms or other weapons that outlines the responsibilities of this department and the other agency

    1. If the Department contracts with a third-party for destruction of firearms or other weapons, the contract must explicitly prohibit the sale of any firearm or weapon or any part or attachment to the firearm or weapon.

The Property supervisor or the authorized designee should ensure guidelines and procedures relating to the destruction of firearms and other weapons are posted on the San Mateo Police Department website (Penal Code § 18005).

804.7 INSPECTIONS OF THE EVIDENCE ROOM

(a) On a monthly basis, the supervisor of the evidence custodian shall make an inspection of the evidence storage facilities and practices to ensure adherence to appropriate policies and procedures.

(b) Unannounced inspections of evidence storage areas shall be conducted annually as directed by the Chief of Police.

(c) An annual audit of evidence held by the Department shall be conducted by a Captain (as appointed by the Chief of Police) not routinely or directly connected with evidence control.

(d) Whenever a change is made in personnel who have access to the evidence room, an inventory of all evidence/property shall be made by an individual not associated to the property room or function to ensure that records are correct and all evidence property is accounted for.

Copyright Lexipol, LLC 2026/08/21, All Rights Reserved.
Published with permission by San Mateo Police Department

CITY OF SAN MATEO

330 W. 20th Ave
San Mateo, California 94403
650-522-7300

NOTICE OF INTENT TO REMOVE PROPERTY
AVISO DE INTENCIÓN PARA ELIMINAR LA PROPIEDAD

To: Whom It May Concern/
a Quién Corresponda

From: _____

Incident Number _____

Re: Personal Property on Public Land/
Propiedad Personal de Terreno Público

Date/Time: _____

You have **3 DAYS** from this date to remove your property from Public land. If after the **3-day** grace period your property is still on Public land, it will be removed and stored at 1949 Pacific Blvd in San Mateo. **If the property isn't claimed within 90 days from the removal date, it will be destroyed.**

Appointments to retrieve property must be made by calling 650-522-7300 between 8am and 5pm Monday through Friday.

No ID needed for property pickup except for prescriptions. No fees or legal consequences to retrieve property. Ownership of property can be established by location and contents.

Usted tiene **3 días** después de esta fecha para quitar su propiedad personal de terreno público. Sí su propiedad personal todavía está en tierra pública después de los **3 días** de periodo de gracia, sus objetos personales serán eliminado y almacenado a 1949 Pacific Bl. en San Mateo. **Si la propiedad no se reclama dentro de los 90 días a partir de la fecha de eliminación, se destruirá**.

Citas para recuperar su propiedad se deben realizar llamando al 650-522-7300 entre las 8am y las 5pm Lunes a Viernes.

Por favor nota que no se necesita identificación para recoger su propiedad, excepto para las recetas de medicina. La propiedad de objetos se puede ser determinado por ubicación y contenido.

CITY OF SAN MATEO

330 W. 20th Ave.
San Mateo, California 94403
650-522-7300

NOTICE OF PROPERTY REMOVAL – REMOVED
AVISO DE INTENCION PARA ELIMINAR LA PROPIEDAD

To: Whom it may concern/a Quien Corresponda

From: _____

Incident # _____

Re: Personal Property on Public Land (2nd notice) - ***Property Removed***
Propiedad Personal En Terreno Publico (2nd aviso) – Propeiedad Eliminada

Date/Time:_____

Your property has been removed and:
Su propiedad ha sido retirada y:

☐ Stored at the San Mateo Police Department Property Unit
Almacenada en San Mateo Police Department Property Unit

☐ No items of value were present upon removal. Everything taken was disposed of
No se encontraron objetos de valor al momento de la remoción. Todo lo sustraído fue desechado.

☐ OTHER/NOTES:
Otro/Notas:

Unclaimed property after 90 days from removal date will be destroyed. Appointments to retrieve property from the Police Department Property Unit must be made by calling 650-522-7630 between 8a-2p Monday-Friday.
Si la propiedad no se reclama dentro de los 90 dias a partir de la fecha de eliminacion, se destruida. Las citas para recuperar propiedad de la Unidad de Propiedad del Departamento de Policía deben hacerse llamando al 650-522-7630 entre las 8 a. m. y las 2 p. m. de lunes a viernes.

IN ORDER TO RETRIEVE PROPERTY FROM ANY STORED LOCATION, YOU WILL NEED A VALID ID CARD AND PROOF OF OWNERSHIP (RECEIPTS, ETC)
PARA RECUPERAR BIENES DE CUALQUIER LUGAR ALMACENADO, NECESITARÁ UNA TARJETA DE IDENTIFICACIÓN VÁLIDA Y COMPROBANTE DE PROPIEDAD (RECIBOS, ETC.)

CITY OF SAN MATEO

330 W. 20th Ave.
San Mateo, California 94403
650-522-7300

NOTICE OF PROPERTY REMOVAL – REMOVED
AVISO DE INTENCION PARA ELIMINAR LA PROPIEDAD

To: Whom it may concern/a Quien Corresponda

From: _____

Incident # _____

Re: Personal Property on Public Land (2nd notice) - ***Property Removed***
Propiedad Personal En Terreno Publico (2nd aviso) – Propeiedad Eliminada

Date/Time:_____

Your property has been removed and:
Su propiedad ha sido retirada y:

☐ Stored at the San Mateo Police Department Property Unit
Almacenada en San Mateo Police Department Property Unit

☐ No items of value were present upon removal. Everything taken was disposed of
No se encontraron objetos de valor al momento de la remoción. Todo lo sustraído fue desechado.

☐ OTHER/NOTES:
Otro/Notas:

Unclaimed property after 90 days from removal date will be destroyed. Appointments to retrieve property from the Police Department Property Unit must be made by calling 650-522-7630 between 8a-2p Monday-Friday.
Si la propiedad no se reclama dentro de los 90 dias a partir de la fecha de eliminacion, se destruida. Las citas para recuperar propiedad de la Unidad de Propiedad del Departamento de Policía deben hacerse llamando al 650-522-7630 entre las 8 a. m. y las 2 p. m. de lunes a viernes.

IN ORDER TO RETRIEVE PROPERTY FROM ANY STORED LOCATION, YOU WILL NEED A VALID ID CARD AND PROOF OF OWNERSHIP (RECEIPTS, ETC)
PARA RECUPERAR BIENES DE CUALQUIER LUGAR ALMACENADO, NECESITARÁ UNA TARJETA DE IDENTIFICACIÓN VÁLIDA Y COMPROBANTE DE PROPIEDAD (RECIBOS, ETC.)

San Mateo Police Department

EVIDENCE & PROPERTY RECEIPT

CASE INFORMATION

DATE	CHARGE	CASE NUMBER

RECIPIENT OF RECEIPT ☐ **SUSPECT** ☐ **VICTIM** ☐ **OWNER OR PERSON IN LAWFUL POSSESSION** ☐ **FINDER** ☐ **OTHER:** _____

NAME: LAST	FIRST	MI	ADDRESS: (**MANDATORY FOR DV/GVRO**)

EVIDENCE & PROPERTY INFORMATION

☐ **EVIDENCE** ☐ **SAFEKEEPING** ☐ **FOUND PROPERTY**- (**SIGN COLUMN "A"**) ☐ **RECOVERED STOLEN**
☐ **SEIZED** (**SEARCH WARRANT**)
☐ **FIREARMS HOLD** ☐ **FOR DESTRUCTION- FIREARMS FOR DESTRUCTION** REQUIRES SIGNATURE BELOW- (**SIGN COLUMN "B"**)

PROPERTY CODES: **E**=EVIDENCE **F**=FOUND **SK**=SAFEKEEPING **X**=FOR DESTRUCTION **O**=OBSERVATION **R**=RECOVERED STOLEN **S**=SEIZED PURSUANT TO SEARCH WARRANT

ITEM #	PROPERTY CODE	ITEM	SERIAL #	MAKE/MANUFACTURER
		Model/Caliber	Color	Other Description/Location Found
		Model/Caliber	Color	Other Description/Location Found
		Model/Caliber	Color	Other Description/Location Found
		Model/Caliber	Color	Other Description/Location Found
		Model/Caliber	Color	Other Description/Location Found
		Model/Caliber	Color	Other Description/Location Found

COMMENTS/INSTRUCTIONS:

SIGNATURE

☐ **MAILED TO OWNER**

COLUMN A- FOUND PROPERTY: I declare under penalty of perjury that the above listed items were found, that all items have been surrendered, and I do not know who the true owner is.

☐ I wish to claim the item
☐ I do not wish to claim the item

X_____
SIGNATURE OF FINDER

COLUMN B- Surrender for Destruction: If surrendering items for destruction, to include firearms, this signature will serve as your authorization to proceed with destruction.

X_____
AUTHORIZATION FOR DESTRUCTION

NOTIFICATION OF RIGHTS: This form constitutes the notification of your rights according to law. Your signature is not an admission of responsibility but indicates you have received a copy of this notice. Refer to the reverse side of this form for important information.

X_____
SIGNATURE OF PERSON RECEIVING FIELD PROPERTY RECEIPT

OFFICE USE ONLY

I declare under penalty of perjury under the laws of the State of California that I provided the above-named person with a copy of this notice.

X_____ _____
SIGNATURE OF OFFICER BADGE #

Distribution: Original to Property Yellow to Citizen PAGE_____OF_____

SAN MATEO POLICE DEPARTMENT
200 FRANKLIN PARKWAY, SAN MATEO, CA 94403

PROPERTY IS RELEASED BY APPOINTMENT ONLY

CALL THE PROPERTY UNIT AT (650) 522-7630 FOR AN APPOINTMENT

NOTIFICATON OF RIGHTS

The property listed on the front of this sheet is currently under the protection of the San Mateo Police Department. Please review the appropriate directions to recover your property.

FIREARMS

Any person who claims title to any firearm that is in the custody the San Mateo Police Department and who wishes to have the firearm returned shall submit a Law Enforcement Gun Release (LEGR) Application to the Department of Justice (DOJ) to determine whether he/she is eligible to possess a firearm (Penal Code 33850). If the firearm is not currently registered in the name of the person claiming title, that person must also submit a Firearm Ownership Record (FOR) application to the DOJ before the firearm may be returned (Penal Code 33855). Applications are available online at www.ag.ca.gov/firearms or by calling (916) 227-7527. It may take up to 30 days to process the application. Ensure the appropriate fees are submitted with your application or the process will be extended.

If the firearm was taken for safekeeping, the owner must start the clearance process with DOJ within 180 days. Upon receiving clearance from DOJ, the owner must provide the clearance letter to this agency within 30 days of the date of the clearance letter.

If the firearm has been taken as evidence in a crime or suspected crime, the owner must wait to obtain clearance until the criminal case is closed. Upon closure of the criminal case, the owner will have 180 days to start the clearance process to obtain the firearm. The owner must provide the clearance letter to this agency within 30 days of the date of the clearance letter.

If the owner is prohibited and the firearm(s) is not illegal, he/she may sell/transfer the firearm to a licensed firearms dealer (licensed pursuant to Penal Code 26700 to 26915). Per Penal Code 33875, firearms will not be retained after 180 days if unclaimed.

Any firearms relinquished to the San Mateo Police Department pursuant to Penal Code 29810, unless reported as lost or stolen, will be destroyed, retained, sold or transferred after 30 days. This form shall serve as your receipt in compliance with Penal Code 29810(e)(1).

Mental Health Incidents

If you were detained under Welfare and Institutions Code 5150 and are subsequently admitted to a mental health facility, you are prohibited from owning, possessing, and controlling firearms for a period of five (5) years in California (Welfare & Institutions Code 8103(f)(1)). If you currently own any firearms, you must contact the nearest law enforcement agency to surrender those firearms.

If the firearm(s) and/or other deadly weapons were confiscated from you pursuant to Welfare and Institutions Code 8102, a report of the details surrounding the confiscation of these items may be given to the City Attorney's Office. The City Attorney may file a petition in Superior Court within 30 days of the date of your release from the mental facility, seeking a determination that the return of these items would be likely to result in endangering you or others. If no such petition is filed, the items must be returned to you by the law enforcement agency if you are not prohibited from possessing firearms. If the City Attorney does file such a petition, you have a right to a hearing on the question of whether returning these items would, in fact, be likely to result in endangering you or others. A copy of the City Attorney's petition will be served at the address you provided to the law enforcement agency. If you wish to have a hearing you must notify the clerk of the Superior Court within 30 days of the filing date of the City Attorney's petition.

Domestic Violence Related

If the firearm(s) and/or other deadly weapons were confiscated from you pursuant to Penal Code 18250, unless the items confiscated from you are to be used as evidence in any criminal procedure, the firearms shall be made available to you by the law enforcement agency no sooner than 48 hours after the seizure. You will be required to obtain the DOJ firearm clearance as explained above. If, within this time, the law enforcement agency believes the return of these items will likely result in endangering the victim or person reporting a domestic violence assault or threat, you will be advised, and within 60 days of the seizure, a petition will be initiated in Superior Court to determine if these items should be returned.

Firearms relinquished pursuant to a Gun Violence Restraining Order (GVRO) will be held no less than 21 days per 18120(b)(2) PC.

EVIDENCE

Items associated with cases prosecuted by the District Attorney's Office will be released 90 days after court adjudication of the case. Items not picked up within 90 days after receiving notification that your items are retrievable will be disposed of. If a special circumstance is involved, contact the Property Unit. **It is your responsibility to provide updated address information if applicable.**

SAFEKEEPING

Items will be held as safekeeping for 60 days for pickup by owner. Any unclaimed property will be disposed of after 60 days in accordance with Civil Code section 2080.10 (with the exception of firearms and currency - see above).

FOUND PROPERTY

Items will be held for 90 days. **FINDERS:** Prior to the expiration of 90 days, contact the Property Unit for information on how to claim this property. (WEAPONS WILL NOT BE RELEASED)

STOLEN OR EMBEZZLED PROPERTY

Pursuant to Penal Code section 1413, upon the filing of a Declaration of Ownership, and after you have been given an opportunity to be heard on the matter, the property may be turned over to the person claiming to be the true owner. If criminal charges are filed, you may ask the court that hears the case to review the decision of this department concerning the return of property. YOU HAVE 15 DAYS from the date of a notice of claim ownership to assert any rights you may have in the property taken from you. If you choose to waive your rights such action may not be held against you in any criminal proceeding. You must notify the Property Unit in writing within 15 days of this receipt if you wish to make a claim.

HELD FOR OBSERVATION

Property will be held for 72 hours pending issuance of a complaint. After 72 hours, the property will be released if no charges have been issued. Items not picked up within 60 days from when they become available for release will be disposed of.

FOR DESTRUCTION

Items confiscated or offered for destruction will not be returned or subject to reclaim. If surrendering property for destruction, your signature on Page 1 shall serve as your authorization to destroy property immediately.

This shall serve as your only notification

SAN MATEO POLICE DEPARTMENT

FIRST NOTICE

This is your official first notice/attempt for outreach

VEHICLE DESCRIPTION:_____
LICENSE PLATE:_____
LOCATION:_____

It is illegal in San Mateo to live/sleep in a vehicle, which includes RVs cars, and vans, and to park any vehicle on a public street/property for more than 72 hours. **(10.04.140 SMMC; 22651(k) CVC)**

For homeless services and housing resources, please visit **The Samaritan House at 4031 Pacific Blvd, San Mateo, CA. 650-347-3648.**

You can also reach out to our outreach team for assistance by calling SMPD Dispatch at 650-522-7700 and asking for the Homeless Outreach Team.

SMPD EMPLOYEE NAME:_____
ID#:_____
DATE/TIME:_____
INCIDENT #_____

SAN MATEO POLICE DEPARTMENT

PRIMER AVISO

Este es su primer aviso/intento oficial de divulgación.

DESCRIPCIÓN DEL VEHÍCULO:_____
MATRÍCULA:_____
UBICACIÓN:_____

En San Mateo, es ilegal vivir o dormir en un vehículo, incluyendo casas rodantes, autos y camionetas, y estacionar cualquier vehículo en la vía pública o propiedad por más de 72 horas. **(10.04.140 SMMC; 22651(k) CVC)**

Para servicios y recursos de vivienda para personas sin hogar, visite **The Samaritan House en 4031 Pacific Blvd, San Mateo, CA. 650-347-3648.**

También puede comunicarse con nuestro equipo de asistencia llamando a la Central de Despacho del SMPD al 650-522-7700 y preguntando por el Equipo de Asistencia para Personas sin Hogar.

NOMBRE DEL EMPLEADO DE SAN MATEO: _____
N.º DE IDENTIFICACIÓN:_____
FECHA/HORA:_____
INCIDENTE #_____

SAN MATEO POLICE DEPARTMENT

FINAL NOTICE

Final outreach attempt/notice of potential enforcement

VEHICLE DESCRIPTION:_____
LICENSE PLATE:_____
LOCATION:_____

It is illegal in San Mateo to live/sleep in a vehicle, which includes RVs cars, and vans, and to park any vehicle on a public street/property for more than 72 hours. **(10.04.140 SMMC; 22651(k) CVC)**

For homeless services and housing resources, please visit **The Samaritan House at 4031 Pacific Blvd, San Mateo, CA. 650-347-3648.**

You can also reach out to our outreach team for assistance by calling SMPD Dispatch at 650-522-7700 and asking for the Homeless Outreach Team.

SMPD EMPLOYEE NAME:_____
ID#:_____
DATE/TIME:_____
INCIDENT #_____

SAN MATEO POLICE DEPARTMENT

AVISO FINAL

Intento de alcance final/ aviso de posible ejecución

DESCRIPCIÓN DEL VEHÍCULO:_____
MATRÍCULA:_____
UBICACIÓN:_____

En San Mateo, es ilegal vivir o dormir en un vehículo, incluyendo casas rodantes, autos y camionetas, y estacionar cualquier vehículo en la vía pública o propiedad por más de 72 horas. **(10.04.140 SMMC; 22651(k) CVC)**

Para servicios y recursos de vivienda para personas sin hogar, visite **The Samaritan House en 4031 Pacific Blvd, San Mateo, CA. 650-347-3648.**

También puede comunicarse con nuestro equipo de asistencia llamando a la Central de Despacho del SMPD al 650-522-7700 y preguntando por el Equipo de Asistencia para Personas sin Hogar.

NOMBRE DEL EMPLEADO DE SAN MATEO: _____
N.° DE IDENTIFICACIÓN:_____
FECHA/HORA:_____
INCIDENTE #_____

Disorderly Conduct / Illegal Lodging
OFFICIAL NOTICE

Case/Incident Number: _____

Date: _____

Name of Business or Property Owner:	**Address of Property:**
	Name of Owner or Agent (Please Print):

I am the ☐ Actual owner of the property, lessee or person in charge of the private property or business premises.

☐ Agent of the person described above and have been authorized to act as such by a Notice of Agency for the purpose of serving Disorderly Conduct/illegal Lodging notice.

This official notice informs you that effective immediately, you are not permitted to enter or remain upon the private property or business premises located at the above location. The owner/agent of the property has authorized the San Mateo Police Department to arrest and remove persons found illegally lodging on the property.

San Mateo City Code Section 10.04.030(h) SMMC: Disorderly Conduct/Illegal Lodging:

Every person is guilty of disorderly conduct who lodges in any building, structure or place, whether public or private, without the permission of the owner or person entitled to the possession or in control thereof. (Ord. 2012-2 § 14; Ord. 1998-8 § 4; Ord. 1983-17 § 1; Ord. 1969-32 § 1; prior code § 59.03)

California Penal Code Section 647(e): Disorderly Conduct/Illegal Lodging:

Any person who lodges in any building, structure, vehicle, or place, whether public or private, without the permission of the owner or person entitled to the possession or in control of it.

Based upon the ***San Mateo City Code Section 10.04.030(h) SMMC and the California Penal Code Section 647(e),*** remaining upon the property described above after being served with this notice will be viewed as having the purpose of injuring the property, interfering, obstructing, or injuring the lawful business carried on by the premises or engaging in disorderly conduct.

Any violation of these sections is a misdemeanor, punishable by up to 6 months in jail and/or a fine.

For homeless resources, please contact Samaritan House located at 4301 Pacific Blvd, San Mateo CA or you can call (650) 347-3648

Proof of Service

I personally served this notice to _____ at the property located at

_____ in San Mateo, California.

Date: _____ Owner/Agent Signature: _____

Officer: _____ **Badge:** _____

WHITE – Police YELLOW – Owner/Agent PINK – Trespasser

(Rev.8/18)

Disorderly Conduct / Illegal Lodging
OFFICIAL NOTICE

Case/Incident Number: _____

Date: _____

Name of Business or Property Owner:	**Address of Property:**
	Name of Owner or Agent (Please Print):

I am the ☐ Actual owner of the property, lessee or person in charge of the private property or business premises.

☐ Agent of the person described above and have been authorized to act as such by a Notice of Agency for the purpose of serving Disorderly Conduct/illegal Lodging notice.

This official notice informs you that effective immediately, you are not permitted to enter or remain upon the private property or business premises located at the above location. The owner/agent of the property has authorized the San Mateo Police Department to arrest and remove persons found illegally lodging on the property.

San Mateo City Code Section 10.04.030(h) SMMC: Disorderly Conduct/Illegal Lodging:

Every person is guilty of disorderly conduct who lodges in any building, structure or place, whether public or private, without the permission of the owner or person entitled to the possession or in control thereof. (Ord. 2012-2 § 14; Ord. 1998-8 § 4; Ord. 1983-17 § 1; Ord. 1969-32 § 1; prior code § 59.03)

California Penal Code Section 647(e): Disorderly Conduct/Illegal Lodging:

Any person who lodges in any building, structure, vehicle, or place, whether public or private, without the permission of the owner or person entitled to the possession or in control of it.

Based upon the ***San Mateo City Code Section 10.04.030(h) SMMC and the California Penal Code Section 647(e)***, remaining upon the property described above after being served with this notice will be viewed as having the purpose of injuring the property, interfering, obstructing, or injuring the lawful business carried on by the premises or engaging in disorderly conduct.

Any violation of these sections is a misdemeanor, punishable by up to 6 months in jail and/or a fine.

For homeless resources, please contact Samaritan House located at 4301 Pacific Blvd, San Mateo CA or you can call (650) 347-3648

Proof of Service

I personally served this notice to _____ at the property located at

_____ in San Mateo, California.

Date: _____ Owner/Agent Signature: _____

Officer: _____ **Badge:** _____

WHITE – Police YELLOW – Owner/Agent PINK – Trespasser

(Rev.8/18)

Conducta Desordenada
Alojamiento Ilegal
AVISO OFICIAL

Número de caso/incidente: _____

Fecha: _____

Nombre del propietario del negocio o de la propiedad:	**Dirección de la propiedad:**
	Nombre del Propietario o Agente (Por favor, imprima):

Yo soy el

___ Propietario actual de la propiedad, arrendatario o persona a cargo de la propiedad privada o locales comerciales.

___ Agente de la persona descrita anteriormente y he sido autorizado para actuar como tal con el propósito de servir un aviso de Conducta Desordenada/ alojamiento ilegal.

Este aviso oficial le informa que, con efecto inmediato, no tiene permiso para entrar o permanecer en la propiedad privada o en las instalaciones comerciales ubicadas en el lugar mencionado. El propietario/agente de la propiedad ha autorizado al Departamento de Policía de San Mateo a arrestar y retirar a las personas que se encuentren alojadas ilegalmente en la propiedad.

Código de la Ciudad de San Mateo Sección 10.04.030(h) SMMC: Conducta Desordenada/ Alojamientos Ilegales:

Toda persona es culpable de conducta desordenada que se aloje en cualquier edificio, estructura o lugar, ya sea público o privado, sin el permiso del propietario o persona con derecho a la posesión en control de este (Ord. 2012-2 § 14; Ord. 1998-8 § 4; Ord. 1983-17 § 1; Ord. 1969-32 § 1; código anterior § 59.03)

Código Penal de California Sección 647(e): Conducta Desordenada/alojamiento legal:

Cualquier persona que se aloje en cualquier edificio, estructura, vehículo o lugar, ya sea público o privado, sin el permiso del propietario o de la persona con derecho a la posesión o al control del mismo.

Basado en la ***Sección 10.04.030(h) del Código de la Ciudad de San Mateo y la Sección 647(e) del Código Penal de California***, permanecer en la propiedad descrita anteriormente después de haber recibido este aviso se considerará como tener el propósito de dañar la propiedad, interferir, obstruir o perjudicar el negocio legal que se lleva a cabo en el local o participar en conductas desordenadas.

Cualquier violación de estas secciones es un delito menor, castigable con hasta 6 meses de cárcel y/o una multa.

Para recursos para personas sin hogar, comuníquese con la Casa del Samaritano ubicada en 4301 Pacific Blvd, San Mateo CA o puede llamar al (650) 347-3648

Prueba de Entrega

Yo personalmente entregué este aviso a _____ en la propiedad ubicada en _____ en San Mateo, California.

Fecha: _____ Firma de propietario/ agente: _____

Policía: _____ **Placa:** _____

BLANCO -Policía AMARILLO -Propietario/Agente ROSA - Intruso

(Rev.8/18)

Conducta Desordenada
Alojamiento Ilegal
AVISO OFICIAL

Número de caso/incidente: _____

Fecha: _____

Nombre del propietario del negocio o de la propiedad:	**Dirección de la propiedad:**
	Nombre del Propietario o Agente (Por favor, imprima):

Yo soy el

___ Propietario actual de la propiedad, arrendatario o persona a cargo de la propiedad privada o locales comerciales.

___ Agente de la persona descrita anteriormente y he sido autorizado para actuar como tal con el propósito de servir un aviso de Conducta Desordenada/ alojamiento ilegal.

Este aviso oficial le informa que, con efecto inmediato, no tiene permiso para entrar o permanecer en la propiedad privada o en las instalaciones comerciales ubicadas en el lugar mencionado. El propietario/agente de la propiedad ha autorizado al Departamento de Policía de San Mateo a arrestar y retirar a las personas que se encuentren alojadas ilegalmente en la propiedad.

Código de la Ciudad de San Mateo Sección 10.04.030(h) SMMC: Conducta Desordenada/ Alojamientos Ilegales:

Toda persona es culpable de conducta desordenada que se aloje en cualquier edificio, estructura o lugar, ya sea público o privado, sin el permiso del propietario o persona con derecho a la posesión en control de este (Ord. 2012-2 § 14; Ord. 1998-8 § 4; Ord. 1983-17 § 1; Ord. 1969-32 § 1; código anterior § 59.03)

Código Penal de California Sección 647(e): Conducta Desordenada/alojamiento legal:

Cualquier persona que se aloje en cualquier edificio, estructura, vehiculo o lugar, ya sea público o privado, sin el permiso del propietario o de la persona con derecho a la posesión o al control del mismo.

Basado en la ***Sección 10.04.030(h) del Código de la Ciudad de San Mateo y la Sección 647(e) del Código Penal de California***, permanecer en la propiedad descrita anteriormente después de haber recibido este aviso se considerará como tener el propósito de dañar la propiedad, interferir, obstruir o perjudicar el negocio legal que se lleva a cabo en el local o participar en conductas desordenadas.

Cualquier violación de estas secciones es un delito menor, castigable con hasta 6 meses de cárcel y/o una multa.

Para recursos para personas sin hogar, comuníquese con la Casa del Samaritano ubicada en 4301 Pacific Blvd, San Mateo CA o puede llamar al (650) 347-3648

Prueba de Entrega

Yo personalmente entregué este aviso a _____ en la propiedad ubicada en _____ en San Mateo, California.

Fecha: _____ Firma de propietario/ agente: _____

Policía: _____ **Placa:** _____

BLANCO -Policía AMARILLO -Propietario/Agente ROSA - Intruso

(Rev.8/18)

San Mateo County Continuum of Care

CoC AND HMIS GOVERNANCE CHARTER

Adopted January 17, 2014
Last Revised January 9, 2026
AUGUST 2026 PROPOSED REVISIONS ARE SHOWN ON PAGE 4 IN YELLOW

I. Overview: Continuum of Care Structure and Purpose Under HEARTH

The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 amends and reauthorizes the McKinney-Vento Homeless Assistance Act. HEARTH provides the statutory framework for the federal government's response to homelessness. Among the requirements established in HEARTH is that every community establish a "Continuum of Care (CoC)," defined as "the group organized to carry out the responsibilities required under [HEARTH] and that is composed of representatives of organizations, including nonprofit homeless service providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate."

The CoC's primary responsibilities under the HEARTH Act include the following:

- Operating the CoC
- Designating and operating a Homeless Management Information System (HMIS)
- CoC planning

The Emergency Shelter Grants (ESG) Program further requires that a jurisdiction that receives an ESG grant "must consult with the Continuum of Care in determining how to allocate its ESG grant for eligible activities; in developing the performance standards for, and evaluating the outcomes of, projects and activities assisted by ESG funds; and in developing funding, policies, and procedures for the operation and administration of the HMIS."

The HEARTH Act directs each local community to establish a CoC governance structure and process, to be formalized through a written Governance Charter.

II. San Mateo County CoC Goals and Objectives

The San Mateo County CoC has made a commitment to achieving the goals set forth in Home, Together: The Federal Strategic Plan to Prevent and End Homelessness.

Strategies for meeting these goals are set forth in *Ending Homelessness in San Mateo County* the community's strategic plan for ending homelessness among all populations by 2020.

This plan affirms the community's commitment to meet the HEARTH measures, including: reducing the number of first-time homeless households, increasing the rate of exit to permanent housing, reducing the length of time households are homeless, reducing the rate of return to homelessness and increasing participant income.

Additionally, the CoC affirms an intention to develop a system that meets the specific needs of all populations. Specific goals include:

- Homeless families are rapidly re-housed within 30 days of becoming homeless;
- Developing strategies that address the unique needs of unaccompanied homeless youth, including strategies that addresses homeless youth trafficking and other forms of exploitation;
- Ensuring that persons fleeing domestic violence are offered available safe housing and services available, and that they have options and choices, and that their personal information is protected.

The CoC's policies, procedures, including standards for assistance, are described in Attachment B.

III. San Mateo County CoC Steering Committee – Structure and Function

A. Authority

In San Mateo County, the CoC role and responsibilities are fulfilled by a committee called the San Mateo County CoC Steering Committee ("the Steering Committee"). The Steering Committee is convened and staffed by the San Mateo County Human Services Agency (HSA), Center on Homelessness. HSA also serves as the CoC Lead Agency. The Steering Committee is responsible for overseeing the creation of an annual Homeless Continuum of Care plan and application to HUD for funding for projects and programs serving homeless persons. Specific responsibilities are detailed in Section V.

B. Purpose

The purpose of the CoC Steering Committee is to:

- Oversee a year-round planning process designed to guide the development of a homeless crisis response system for San Mateo County;
- Regularly assess system performance data and use data to inform system planning;
- Oversee San Mateo County's annual application to HUD for Continuum of Care funding;

- Oversee the implementation of the Homeless Management Information System (HMIS);
- Consult with the San Mateo County Department of Housing and entitlement jurisdictions on the administration of ESG funds, including funding allocations, performance standards, and evaluation of project performance.

C. Composition

CoC Regulations (578.5) require that the CoC Steering Committee be representative of relevant organizations and of projects serving homeless subpopulations and include at least one homeless or formerly homeless individual.

The San Mateo County CoC Steering Committee shall be composed of no more than forty members. The composition of the committee is designed to ensure that the CoC solicits and considers opinions from individuals and organizations with knowledge or an interest in ending homelessness in the area. The Steering Committee shall include representatives of the following constituencies, in the following numbers. Individual Steering Committee members may represent multiple constituencies.

Stakeholder Group	**Number of Representatives on Committee**
Non-Profit Service Providers Representing Key Service Modalities: 1. Prevention 2. Outreach 3. Emergency shelter 4. Transitional or Interim housing 5. Rapid Re-Housing 6. Supportive housing 7. Affordable housing 8. Core Service Agency/Safety Net	Up to 8 (one for each modality)
Mainstream Service Systems: 1. Employment and Training System 2. Mental Health System 3. Alcohol and Drug Treatment System 4. Health System 5. Criminal Justice System	Up to 5 (one for each system)

Stakeholder Group	Number of Representatives on Committee
Organizations Representing Key Subpopulations: 1. Veterans 2. Seniors 3. Youth 4. Domestic Violence Survivors	Up to 4 (one for each subpopulation)
Entitlement Cities: 1. Daly City 2. Redwood City 3. San Mateo 4. South San Francisco	Up to 4 (one for each city)
County Government Representative	1
Housing Authority Representative	1
Private Foundation Representative	1
Business Representative	1
Homeless or Formerly Homeless Individual	1
Housing Developer	1
Housing Advocate	1
Community Development/Finance Representative	1
Representative of the educational system	1
An agency that serves survivors of human trafficking	1
Disability Service Organizations, Disability Advocates	1
Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) Advocates, and LGBTQ Service Organizations	1
Law Enforcement Representatives	2
Elected Public Officials	Up to 4
Representative of a recovery housing/sober living provider	1
Representative of a local workforce development organization or system such as member of the Local Workforce Development Board, State Workforce Agencies, or American Job Centers	1
Representative from a local court system managing Assisted Outpatient Treatment (AOT) and/or other civil commitment processes; or from specialty courts (e.g., Mental Health Court, Drug Court, Care Court)	Up to 1
Subcommittee and Workgroup Representatives	Up to 2
At-Large Members	Any seats remaining available

D. Terms

Steering Committee members shall serve at will.

E. Election/Nomination of Members

Slots that are vacant due to resignation shall be filled through a nomination process. The process for solicitation of nominations for vacant slots shall include outreach by Lead Agency staff and Committee members (via emails, phone calls, announcements at meetings, etc.), recruitment postings on HSA's Continuum of Care webpage, and regular announcements of openings through email blasts to HSA's broad list of stakeholders. Specific individuals (not organizations) shall be recruited who are able to represent the constituencies described in Section C. In the event there are no openings on the Committee, HSA shall maintain a list of interested individuals to draw upon when vacancies arise.

The Committee will entertain nominations and elect the new members to fill the vacant slots. Nominations may be voted upon at any meeting following a resignation.

The Steering Committee selection process shall be reviewed, updated, and approved at least once every 5 years.

F. Meetings

The Steering Committee shall meet on a quarterly basis, usually in October, January/February, April/May and July/August (dates will be impacted by the deadline for HUD Continuum of Care NOFA as well as by the ESG funding cycle).

Meetings shall be open to any interested individual, including members of the public. Meeting announcements and agenda will be distributed to members by email at least two days prior to the date of the meeting. Agendas will be publicly posted in advance of the meeting.

G. Decision-Making

All actions of the Steering Committee shall be taken by vote. A two-thirds majority of Steering Committee members (or their proxies, where applicable) present, excluding abstentions, shall be required to take Steering Committee action. In circumstances that need time-sensitive action, voting may take place by email, in which case a two-thirds majority of those members (or their proxies, where applicable) submitting a vote shall be required to take Steering Committee action. Otherwise, Robert's Rules of Order shall be followed in taking Committee action. No member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

H. Conflict of Interest

A Steering Committee member shall be deemed to have a conflict of interest if he or she has a prohibited conflict of interest pursuant to any of the following: the California Political Reform Act, Government Code sections 81000 *et seq*.; California Government Code sections 1090 *et seq*., the common law prohibition against bias, or any applicable conflict of interest policy for the County of San Mateo.

The Steering Committee shall apply a reasonableness standard in determining whether a conflict exists. If a member has a conflict of interest, he or she shall declare the conflict on the record, refrain from discussing the issue with the Committee, and recuse him or herself from voting on the matter.

I. Attendance

Steering Committee Members shall be expected to attend all meetings unless excused by informing HSA staff.

Each committee member may designate one proxy member to vote in his/her place if he/she is unable to attend. The proxy member must be specifically named by the member in advance of the meeting by sending an email to HSA staff. HSA staff will maintain the membership roster and list of proxies.

If a Steering Committee member has two unexplained absences in a year, the Chair/Co-Chair may recommend that he or she be removed from the Steering Committee. Members may be removed only by a vote of the Steering Committee.

J. Officers

The Steering Committee shall elect either: (1) one Committee Chair; or (2) two Committee Co-Chairs. Election of officers shall take place at the meeting following the meeting at which new members are elected.

The Co-Chairs shall be responsible for chairing Steering Committee meetings and for working with Center on Homelessness staff to develop meeting agendas.

If the Chair or Co-Chairs cannot chair a meeting, the Chair/Co-Chairs may name an Acting Chair for that meeting. The Acting Chair must be a member of the Steering Committee (not a proxy).

K. Subcommittees and Workgroups

The Steering Committee shall establish subcommittees and workgroups as are necessary to conduct the work of Continuum of Care planning and submission of the CoC application. Subcommittee membership is open to any interested member of the community.

Subcommittees may include, but are not limited to:

- HMIS Subcommittee
- Performance Measurement Subcommittee (CoC and ESG)
- CoC Standards and Policies Subcommittee
- Funding Group/CoC Application Review Panel
- Lived Experience Advisory Group

L. Record Keeping

In consultation with the Chair or Co-Chairs of the Steering Committee, staff of the Center on Homelessness shall develop and distribute agendas and minutes and perform other record keeping functions.

IV. HMIS Lead Agency

The CoC Steering Committee shall designate a lead agency for the HMIS. The HMIS Lead Agency for San Mateo County is the San Mateo County Human Services Agency, Business Systems Group (BSG). In accordance with Section 578.7(b) of the CoC Interim Rule, the CoC shall:

- Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS
- Ensure consistent participation of recipients and sub recipients in the HMIS; and
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD in the HMIS Data Standards

This work shall be conducted by staff from the Center on Homelessness, Business Systems Group, and the HMIS Subcommittee.

Compliance with HMIS requirements shall be documented in the San Mateo County HMIS Policies and Procedures, which will be updated annually by the HMIS Lead Agency and reviewed and approved by the CoC Steering Committee. The HMIS Policies and Procedures are provided in Attachment C of this document.

V. Responsibilities of the Steering Committee and Subcommittees

Responsibilities of the Steering Committee are listed below.

A. Steering Committee

- Review and vote on nominations to fill vacancies on the Steering Committee;
- Review and approve strategies for addressing homelessness developed by lead agency, subcommittees, and workgroups;
- Review and approve CoC Policies and Standards developed by the Lead Agency, subcommittees and workgroups (Attachment B);
- Regularly assess system performance data and use data to inform system planning;
- Review and approve the general design of the Coordinated Entry System for homeless households, as documented in the CoC Policies and Standards (Attachment B). Provide input to the Lead Agency on development of HUD-compliant CoC policies and procedures;
- Review and approve recommendations from the Project Performance Subcommittee on performance issues, recommended corrective action, and proposed re-allocation of funds;
- Review and approve annual Collaborative Application for CoC funds; including a Rating and Ranking policy that uses objective, written criteria to review, rank and select projects for funding;
- Ensure that the CoC application process is transparent, open and that proposals from organizations who have not received CoC funds are accepted;
- Approve final Project Priority list developed by Review Panel;
- Review and act on provider appeals as needed;
- Approve methodology for annual Point in Time Count, Housing Inventory and Gaps Analysis developed by lead agency (bi-annually for street count), review and approve final count
- Review and approve annual performance standards and evaluation of outcomes for CoC and ESG programs, as developed by Lead Agency and Project Performance Work Group;
- Review and provide input on information prepared by Lead Agency for entitlement cities related to their Consolidated Plans; specifically, information relating to reducing and ending homelessness through:
    - Outreach and assessment;
    - Emergency and transitional shelter;
    - Transitions to permanent housing through shortening episodes of homelessness, access to affordable housing and prevent recurrence of homelessness, and;
    - Homeless prevention.

  This information may also include PIT and/or HMIS data to help inform funding allocations for homeless programs using ESG and other sources of funding
- Review and provide input on the annual ESG funding priorities and allocations as developed by the Department of Housing;
- Provide representation to the Housing and Community Development Committee (CDBG and ESG), Interagency Council on Homelessness, and other planning bodies

- Designate an HMIS Lead Agency and information system for the HMIS software;
- Review and approve HMIS policies and procedures, privacy plan, security plan, data quality plan, and any other plan the HMIS Lead is required to develop.

The Steering Committee may choose to delegate some or all of these responsibilities to the Subcommittees or Work Groups, as described below.

B. HMIS Subcommittee

- Identify training and support needs for HMIS agencies regarding data quality, data entry procedures and other topics relevant to HMIS users.
- Advise HMIS Lead and Steering Committee on decisions about HMIS administration and management;
- Review all CoC data reports to include the Housing Inventory Count (HIC), Point-in-Time Count (PIT), the Longitudinal Systems Analysis (LSA) report dashboard, and System Performance Measures report;
- Review HMIS Policies and Procedures and make recommendations to CoC Steering Committee regarding approval.

C. Performance Measurement Subcommittee

- Reviews San Mateo County's results on the HUD system performance measures and advises the COH on strategies to improve system performance
- Advises COH on setting and updating standards for evaluating the performance of CoC and ESG funded projects
- Reviews overall results of monitoring conducted by COH to identify trends and recommend training or support that could be provided or modified to increase support to providers
- Works collaboratively with the HMIS Users Group on any needed changes to the HMIS system to track performance measures.

D. CoC Standards and Policies Committee

- Works with HSA to develop and maintain written policies and standards for CoC system operations, including Coordinated Entry
- Works with HSA to develop and maintain written policies and standards for CoC and ESG assistance, including who receives what type and level of assistance and for how long;
- Works with HSA on development of policies and procedures as needed to support implementation of the strategic plan to end homelessness (including policies relating to shelter, transitional housing (TH), rapid re-housing (RRH), permanent supportive housing (PSH)).

E. Funding Group/Project Review Panel

- Develop and oversee an annual process for applying for HUD Continuum of Care funding;
- Recommend priorities and selection criteria for CoC project ranking for approval by Steering Committee;
- Review and rank applications from new and renewal projects; recommend final ranking to Steering Committee;
- Recommend priorities and process for ESG funding to be approved by Steering Committee.

Organizations that are recipients of CoC or ESG funds may not participate in this group/panel.

F. Lived Experience Advisory Group
   - Provide support and guidance to the CoC regarding the experience of people navigating homelessness and the services system to support system and program improvements.

The overall structure and specific goals of this group are to be established by the group of persons with lived expertise and this description will be updated once they have had a chance to discuss and establish desired language for the Governance Charter.

Attachment A: CoC Code of Conduct

The following Code of Conduct provides a foundation of ethics for the San Mateo County Continuum of Care Steering Committee ("the Steering Committee"), its subcommittees and workgroups.

The Steering Committee prohibits the solicitation and acceptance of gifts or gratuities (anything of monetary value) by officers, voting members, and agents for their personal benefit. Ask yourself if the gift would have been offered if you did not have your position. If the answer is "No" then you should decline accepting the gift.

A. The Steering Committee promotes impartiality in performing official duties, and prohibits any activity representing a conflict of interest. You should not act on a matter if a reasonable person who knew the circumstances of the situation could legitimately question your fairness.

B. The Steering Committee prohibits the misuse of position. You cannot use your position with the Committee for your own personal gain or for the benefit of family or friends.

C. Officers and voting members shall put forth honest effort in the performance of their duties.

D. Officers and voting members shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the Committee without previous Board approval.

E. Officers and voting members shall disclose waste, fraud, abuse, and corruption to the San Mateo County Manager.

F. A member shall be deemed to have a conflict of interest if he or she has a prohibited conflict of interest pursuant to any of the following: the California Political Reform Act, Government Code sections 81000 *et seq*.; California Government Code sections 1090 *et seq*., the common law prohibition against bias, or any applicable conflict of interest policy for the County of San Mateo.

   The Steering Committee shall apply a reasonableness standard in determining whether a conflict exists. If a member has a conflict of interest, he or she shall declare the conflict on the record, refrain from discussing the issue with the Committee, and recuse him or herself from voting on the matter.

G. Officers, voting members and employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or disability.

Violation of any portion of this code may result in removal from the CoC Steering Committee. The code has been distributed to the Committee, its subcommittees and workgroups, as well as posted on the website of the San Mateo County Human Services Agency (the CoC Lead Agency).

Attachment B:
San Mateo County CoC Policies and Standards

1. Housing First

The San Mateo County CoC is committed to adopting a Housing First approach throughout the homeless crisis response system. The system prioritizes rapid placement and stabilization in permanent housing and there is an expectation that programs will not have service participation requirements or preconditions such as sobriety or a minimum income threshold. Participation in these services is based on the needs and desires of the program participant. Our system:

- *Uses data on project performance to develop strategies to quickly and stably house homeless households*. We evaluate the length of stay in programs and rate of exit to permanent housing to determine if programs are being effective at meeting our system goals.
- *Engages landlords and property owners*. HSA has contracted with a service provider to engage landlords and property owners on behalf of homeless households who have enrolled in rental assistance programs (permanent supportive housing and rapid re-housing) to assist them to locate and secure available rental units. In addition to this system-wide landlord engagement, individual programs also may engage landlords and property owners.
- *Prioritizes funding for projects that remove entry barriers.* The San Mateo County CoC encourages providers to remove entry criteria that are not required by a project funder. Having low barriers to entry is a scored criteria for projects requesting CoC funding (both new and renewal). Screening criteria the CoC define as "barriers" include, but are not limited to, criteria relating to: credit history, income, employment, domestic violence, sobriety/substance use, criminal record, immigration status, mental health status, or willingness to participate in services. Providers also are encouraged to remove ongoing program participation requirements that would cause participants to be terminated for any of these reasons.
- *Adopts client-centered service methods.* Projects in the San Mateo County CoC are expected to ensure that housing and service options are tailored to meet the unique needs of each individual or family presenting for services and that program participants have access to the services that they reasonably believe will help them achieve their goals.

2. Coordinated Entry System (CES)

The CoC Steering Committee has approved the governance and operational structure for San Mateo County's Coordinated Entry System (CES), the CES objectives, high-level CE system design, and non-discrimination policy, as detailed in this section. HSA is

responsible for developing detailed CES policies that align with what is specified in this section and that comply with all applicable HUD requirements. Any significant changes to the CE system structure or design will be presented to the CoC Steering Committee for approval and will be documented in these CoC Policies and Standards.

A. CES Governance and Operational Structure

The following entities have responsibilities relating to the design and implementation of the San Mateo County CES:

- Human Services Agency (HSA): As the CoC Lead Agency, HSA holds responsibility for the overall design and implementation of Coordinated Entry, and is the primary funder of the CES activities. HSA is responsible for developing written CES Policies that comply with all applicable HUD requirements and align with the community's strategic plan to end homelessness.

- Continuum of Care Steering Committee: As the CoC Governing Body, advises HSA on design and implementation of Coordinated Entry and approves the overall CES approach and design, as documented in these CoC Policies and Standards.

- Coordinated Entry provider: Via a Request for Proposals process, an agency has been identified by HSA as the Coordinated Entry and Diversion provider. The Coordinated Entry provider is responsible for developing operating procedures to implement the CES Policies developed by HSA and aligned with the CoC Policies and Standards.

- Core Service Agencies: The eight Core Service Agencies serve as the front door to safety net services and will serve as "access points" into the CES.

- Homeless Outreach Teams (HOT): Funded by HSA and leveraging other funding sources, HOT is the County's primary street outreach program specifically targeting people experiencing unsheltered homelessness. HOT is a designated "Access Point" for any household living outdoors who is not able to or not interested in going to a Core Service Agency.

B. CES Goals and Objectives

The objective of CES is to ensure streamlined access to San Mateo County's homeless resolution system for people experiencing homelessness and to ensure they are matched to the appropriate intervention to end their homelessness, based on their vulnerability and housing barriers. CES was adopted as part of the County's strategic plan to end homelessness to serve as the "front door" of the homeless crisis response system and a critical element of the overall system infrastructure. Additionally, CES

helps the community meet its goal of ensuring that the experience of homelessness is rare, brief, and one-time.

Establishing an effective CES is a federal requirement set forth by the Department of Housing and Urban Development (HUD) with the goal of ensuring that "assistance be allocated as effectively as possible and that it be easily accessible no matter where or how people present" within a community. An effective CES should prioritize individuals with the greatest need for assistance; ensure people are not "screened out" or denied assistance because of perceived barriers to housing or services (i.e. use of drugs or alcohol, criminal background, lack of employment); be grounded in Housing First principles; be client-centered; and provide fair and equal access to all.

Desired outcomes of implementing CES include:

- Households receive support to solve their housing crises and avoid homelessness to the greatest extent possible;
- People experiencing homelessness receive the right resources at the right time;
- Households who are unsheltered can access shelter as quickly as possible;
- Waiting times for housing assistance are reduced;
- Length of time that housing slots are vacant is minimized — for each program opening, an eligible household is quickly matched and referred to fill it;
- Those with the greatest need and who are hardest to serve are prioritized for help from the homeless system; and
- People experiencing homelessness move to permanent housing and do not return to homelessness.

C. CES Design

The design of San Mateo County's CES is aligned with federal requirements set forth by HUD, as well as informed by local experience and expertise.

The system incorporate the following key elements:

1. Access and initial screening – the 8 Core Service Agencies and the Homeless Outreach Teams (HOT) are the designated Access Points for CES. Any household presenting to any Access Point with a housing crisis will receive an initial screening to determine whether they are experiencing homelessness, are at imminent risk of homelessness, or have other housing needs. Households determined to be homeless or at imminent risk will receive assistance from a trained CE Specialist (either at a Core Service Agency or HOT); all others will receive referrals to the mainstream resources available through the Core Service Agencies and mainstream systems.
2. Diversion – all households who are determined to be homeless or at imminent risk will have a diversion conversation with a trained CE specialist, either at a

Core Service Agency or with the HOT. The goal of diversion is to identify a no-cost or low-cost solution that will resolve the household's housing crisis and prevent entry into homelessness. Households that are not able to identify a housing solution through the diversion conversation will receive an assessment for housing assistance (see #3, below)

3. Assessment. All households who are not diverted from the homeless system will be assessed using a standardized assessment tool developed by HSA The purpose of the assessment is to identify household need, as indicated by their history of homelessness (length of time homeless, numbers of episodes), barriers to housing, and vulnerability. Households assessed as having lower needs will be referred for diversion assistance. Those with higher needs will be prioritized for shelter and/or a housing intervention. Assessments will be conducted by CE Specialists at the Core Service Agencies and with the HOT.
4. Prioritization for Interim and Permanent Housing Interventions.
    - Based on the results of the assessment, the CE Program Manager or designated other CE staff will determine which households are prioritized for available interim beds (emergency shelter and transitional housing). Criteria for shelter prioritization will emphasize the acuity of the household's immediate need for shelter (i.e. whether they are unsheltered and have significant vulnerability).
    - HSA will use the results of the assessment to develop a prioritized list of households in need of housing assistance – either rapid re-housing, permanent supportive housing or other permanent housing that participates in the CES.
5. Referrals for Interim Housing. The CE program will manage referrals to available interim beds using a standardized process and policy. All participating interim housing programs shall report their bed availability on a daily basis so that placements can be made in a timely manner.
6. Referrals to Housing Interventions. HSA will be responsible for managing a centralized list of households that have been prioritized for housing interventions. Households with the highest needs as indicated by the standardized assessment will be referred to permanent supportive housing (PSH) (provided they meet PSH eligibility criteria); others will be referred for available rapid re-housing (RRH) or other housing interventions. If households are assessed as needing PSH but none is available, they will be offered available RRH or other housing interventions.
7. Acceptance into Interim and Permanent Housing Programs. All programs participating in CES (shelter, transitional, RRH, PSH, other permanent housing) are expected to accept any household referred through CES provided they meet all funder-required eligibility criteria. Programs will not perform additional screening or assessment beyond what is needed to ensure eligibility criteria are

met. All programs are expected to remove any entry criteria that are not specifically required by a program funder.

The general design of CES is the same for all populations. All Access Points are all useable by all people experiencing homelessness and the same assessment approach is used at all Access Points for all populations. There are some variations in tools and process steps for families with children, single adults and youth, as detailed in the CES policies.

D. Equal Access and Non-Discrimination

1. Geographic Coverage

The San Mateo County CES for all populations covers the entire County geography, which is the same geography as the CoC.

2. Marketing and Accessibility

The CES is widely marketed and available to:

- All eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status.
- All populations and subpopulations in the CoC's geographic area, including people experiencing chronic homelessness, veterans, families with children, youth, and survivors of domestic violence, have fair and equal access to the coordinated entry process, regardless of the location or method by which they access the system.
- Individuals with disabilities; and
- Persons with Limited English Proficiency (LEP).

The Core Service Agencies, which are the physical system access points, are all accessible to individuals with disabilities, including accessible physical locations for individuals who use wheelchairs.

3. Non-Discrimination

All housing providers that receive funding through the County must affirmatively market their housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or disability who are least likely to apply in the absence of special outreach, and maintain records of those marketing activities. Housing assisted with CoC funds and/or HSA funds must also be made available to individuals and families without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a)(2).

All programs that receive referrals from CE are expected to comply with all applicable State and Federal civil rights and fair housing laws and requirements, including, but not limited to:

- Fair Housing Act prohibits discriminatory housing practices based on race, color, religion, sex, national origin, disability, or familial status;
- Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance;
- Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color or national origin under any program or activity receiving Federal financial assistance; and
- Title II of the Americans with Disabilities Act prohibits public entities, which includes state and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs, and activities, which include housing, and housing-related services such as housing search and referral assistance.
- Title III of the Americans with Disabilities Act prohibits private entities that own, lease, and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.
- HUD's Equal Access Rule at 24 CFR 5.105(a)(2) prohibits discriminatory eligibility determinations in HUD-assisted or HUD-insured housing programs based on actual or perceived sexual orientation, gender identity, or marital status, including any projects funded by the CoC Program, ESG Program, and HOPWA Program. The CoC Program interim rule also contains a fair housing provision at 24 CFR 578.93. For ESG, see 24 CFR 576.407(a) and (b), and for HOPWA, see 24 CFR 574.603.

The prioritization policy and process adopted by the CoC is designed to be fair and non-discriminatory:

- To the maximum extent possible, prioritization criteria are designed to be objective and to focus on concrete housing barriers and vulnerability factors;
- Clients are not required to disclose the presence of a disability in order to be prioritized and presence of a disability by itself is not a prioritization factor.
- HSA has tested the results of the CES prioritization tool to ensure that it does not result in disparate treatment of protected classes of people (race, ethnicity, age, gender).

3. Policies and Standards for Homeless System Programs

The San Mateo County Continuum of Care has developed a consistent and county-wide set of policies governing the operation the main types of homeless programs that make up the homeless system: emergency shelter (ES) and transitional housing (TH), rapid re-housing (RRH), permanent supportive housing (PSH), and other policies and standards. These high-level policies provide the framework for the implementation of programs in San Mateo County's homeless crisis resolution system.

The Continuum of Care Steering Committee has delegated to the Human Services Agency (as CoC Lead Agency) the role of developing detailed standards for each program type (shelter, RRH, PSH, others), that align with these CoC policies. HSA worked in collaboration with program providers in San Mateo County on the development of the standards. Each program provider maintains their own written program policies that align with the CoC standards.

a. General Principles of the San Mateo County Homeless System

The County of San Mateo maintains a strong commitment to prevent and end homelessness for county residents, with the goal to reach a functional zero level of homelessness by 2020. Since the County's strategic plan to end homelessness was published in 2016, the County and stakeholders have focused on system changes and implementing the strategies identified in the plan.

San Mateo County's Strategic Plan to End Homelessness is working to create a unified system, invest in best practices, and reorient the current homeless system towards housing crisis response. The plan addresses homelessness as a housing crisis and sets the path to develop a systematic approach targeted at helping people maintain their housing, returning unsheltered homeless people to housing as quickly as possible, and prioritizing existing system capacity for those who face the highest barriers and longest history of homelessness.

The strategies and policies adopted by San Mateo County and the CoC are guided by the following principles:

- **Systems Orientation**: Create a **system** that responds effectively and rapidly to the crisis of homelessness. In this system, all stakeholders, programs, and organizations work together in a coordinated way to accomplish a clear set of shared objectives. The objective of the housing crisis resolution system is to ensure that anyone who is homeless quickly returns to stable housing.
- **Housing First**: People experiencing homelessness need housing above all else. Strategies and interventions focus on returning households to safe and

secure housing that they can use as a starting place to address other issues.

- **Data Driven**: Strategies are based on an analysis of the current system that assesses what is working and what can be improved. System and program-level performance is measured, and the results are used for continuous quality improvement. Funders of the system view their role as stewards of community resource who are responsible for understanding what results their investments are achieving and ensuring resources are used in a way that maximizes impact.
- **Client-Centered**: People experiencing homelessness are at the center of the system design. The system is designed to ensure easy and streamlined access for everyone, and particularly those who experience the greatest challenge navigating the complexities of publicly-funded services and programs.
- **Context-Specific and Aligned with Best Practices:** System strategies are aligned with evidence-based practices and lessons learned from the field, as well as federal policy direction. Best practices are applied to local conditions and tailored to reflect the specific strengths and challenges of San Mateo County.

a. Emergency Shelter and Transitional Housing

i. Description

Shelter programs, both emergency shelter and transitional housing programs, are short-term interventions designed to act as a safety net for households who are unsheltered or who are in the midst of a housing crisis and have no alternative housing options. Homeless shelter services provide an entry point into stabilization services and move households towards permanent housing as quickly as possible. Individuals and families who enter a shelter program receive immediate short-term housing-focused case management to address and resolve current crises, as well as to address barriers that prevent households from re-entering housing. Shelter stays are generally short term (1 month) or medium term (2-4 months), but the stays vary by client/household.

ii. General Principles

San Mateo County as adopted the following general principles for shelter, which build upon the general principles for the overall homeless system.

- **System Orientation**: Shelter plays a key role in ending homelessness overall. To do so effectively and efficiently, shelter programs must coordinate with the broader homeless system, not screen out people experiencing homelessness, and have a commitment to a Housing First

approach. Shelter programs must prioritize for assistance for households who are unsheltered and those who have the highest need for assistance to resolve their housing crisis, by accepting referrals from the County's Coordinated Entry System (CES).

- **Housing First**: Shelter Programs should be flexible enough to serve any household that is unsheltered and has no viable alternative housing resource. Shelter should be offered without precondition to any eligible household. Programs shall ensure low barriers to program entry and program rules designed to minimize residents being involuntarily terminated from programs. Low entry barriers mean there are no sobriety requirements, service participation requirements, or other entry criteria designed to screen out households based on lack of "housing readiness" or motivation. Programs may establish reasonable screening criteria and program rules to ensure safety of shelter residents and staff. Program design is oriented to help all households return to stable housing as quickly as possible.
- **Data Driven**: Shelter programs will track and report on progress in meeting performance standards and will use data for continuous quality improvement.
- **Client-Centered**: Shelter programs support client choice and self-determination. Programs incorporate fair, transparent and accessible program rules and policies. To the maximum extent possible, rules are limited to what is needed to ensure a safe environment for all residents and staff.

iii. Access to Shelter

Under San Mateo County's CES policies, all shelter programs must accept referrals from CES, which uses a locally designed assessment tool to prioritize households based on the acuity of their current housing crisis, history of homelessness, and immediate vulnerability. The households matched to shelter must be unsheltered or have been assessed as at immediate risk of being unsheltered by CES staff. Households must also meet the CES eligibility criteria, which includes meeting the literal homelessness definition.

Each shelter program in San Mateo County will establish its own eligibility criteria in compliance with applicable funding sources. Funder-mandated eligibility restrictions may include: maximum income levels, convictions for specific criminal offenses (e.g. sex offender), minimum or maximum age of residents (e.g. must be at least 18, must be 18-24), veteran status and other factors.

Shelter programs shall not adopt additional eligibility or screening criteria beyond what is required by a funding source. In particular, providers shall not impose additional targeting or screening criteria designed to identify whether a household is "housing ready," such as:

- Sobriety or participation in treatment services
- Employability or employment readiness
- Income or ability to pay rent
- "Motivation" or willingness to participate in services
- Proof of citizenship/immigration status

Shelter programs will operate in compliance with the Department of Housing and Urban Development's (HUD) Equal Access to Housing Final Rule, ensuring that all individuals have equal access and accommodations to shelter, regardless of gender, gender identity, sexual orientation, and/or marital status.

iv. Shelter Services

The primary purpose of shelter is to provide a safe place for residents to stay while they quickly implement a plan to secure housing. To meet this objective, the primary service intervention offered at shelter programs is housing-focused case management and service linkages.

Shelter case managers will respond to residents' immediate and short-term service needs, complete an initial housing needs assessment, and develop a housing-focused case plan to secure housing. Case managers will work to identify and build upon residents' strengths. Additionally, case management will provide linkage to appropriate services and supports, as well as continued monitoring and follow-up regarding client progress and ongoing needs. The goal of the housing-focused case management is to help residents locate and move to a permanent housing situation as quickly as possible; permanent housing includes market housing, senior housing, affordable housing, shared housing situations, moving in with a relative or friend, obtaining housing with a voucher or subsidy, or any other housing situation that is not time-limited.

Supportive services in shelter programs are offered and encouraged, however participation is not mandatory. Programs may offer health and behavioral health services, employment services, budgeting/financial planning classes, and other types of support, but participation is not mandatory as a condition of receiving assistance. Programs may set up savings programs in which residents are supported to save some of their income for move-in expenses once they secure housing. However, savings programs cannot be mandatory.

Programs will utilize motivational interviewing and other engagement techniques to encourage residents to participate in supportive services.

v. Shelter Program Rules

In keeping with the principles of client self-determination and to ensure that programs have low barriers to participation, shelter programs establish program rules that foster an environment of trust, are clear and reasonable, and are focused ensuring that all residents have a safe environment in which to live. Program rules should not mandate participation in services as a condition of remaining in the program. Rules should be enforced consistently using a transparent process.

To the extent feasible, shelter providers should involve shelter residents in shelter governance and the development of shelter rules. Rules should be reviewed regularly to ensure they support the overall goal of creating a housing-focused, client-centered, safe environment.

Involuntary exit from shelter should always be a last resort. Program rules and services should be designed to support residents to access the support they need to participate in the shelter program and to exit as rapidly as possible to housing. Programs will maintain written grievance policies and procedures regarding involuntary exits/asked to leave situations. Residents will be made aware of the grievance procedures.

b. Rapid Re-Housing (RRH)

i. Description

Rapid re-housing is a program model designed to aid individuals and family households who are literally homeless to make quick exits from homelessness and return to permanent housing. The program does so by offering targeted case management services and financial assistance to enable a household to move into housing and stabilize in housing (National Alliance to End Homelessness RRH Solutions Brief, Feb. 2016).

All Rapid Re-Housing Programs in San Mateo County include the following three core components:

1. **Housing Identification**. Recruit landlords with units in the communities and neighborhoods where program participants want to live and negotiate with landlords to help program participants access housing. Provide housing search assistance to participants to identify and secure suitable units.
2. **Rent and Move-In Assistance**. Provide short-term help to households so they can pay for housing. Activities under this core component include paying for security deposits, move-in expenses, rent, and utilities.

3. **Rapid Re-Housing Case Management and Services**. Provide case management services to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports if needed.

ii. General Principles

San Mateo County has adopted the following general principles for Rapid Re-Housing, which build upon the overall principles for the homeless system:

- **System Orientation**: RRH plays a key role in ending homelessness overall. To do so effectively and efficiently, RRH programs must coordinate with the broader homeless system, not screen out people experiencing homelessness, and have a commitment to a Housing First approach. RRH must prioritize for assistance for households who are unsheltered and those who have the highest need for assistance to resolve their housing crisis, by accepting referrals from CES.
- **Housing First**: RRH is an intervention designed for and flexible enough to serve anyone not able to exit homelessness on their own and should be offered without precondition to any eligible household. RRH programs shall ensure low barriers to program entry and program rules designed to minimize clients being involuntarily terminated from programs. Low entry barriers mean there are no sobriety requirements, service participation requirements, or other entry criteria designed to screen out households based on lack of "housing readiness" or motivation. Program design is oriented to help all households return to stable housing as quickly as possible.
- **Data Driven**: RRH programs will track and report on progress in meeting performance standards and will use data for continuous quality improvement.
- **Client-Centered** – RRH assistance is individualized to meet the needs of each client/household, supporting client choice and self-determination. Programs incorporate fair, transparent and accessible program policies. RRH participants have all the rights and responsibilities of typical tenants and sign standard lease agreements.

iii. Rapid Re-Housing Access

Under San Mateo County's CES policies all RRH Programs must accept referrals from CES, which uses a locally designed assessment tool to prioritize households for RRH based on their history of homelessness and presence of housing barriers.

The households matched to RRH must be:

- Experiencing homelessness, as defined by the definitions established by the funding source for the RRH program to which they are being referred
- Meet the eligibility criteria (such as literal homelessness)

RRH programs and providers may not have their own referral procedures, and must accept referrals directly from the CES, eliminating "side doors" into the homeless system, unless the program has funder-driven requirements for specialized referral processes, such as DV survivor homeless programs and the CalWORKs program.

Each RRH program in San Mateo County will establish its own eligibility criteria in compliance with applicable funding sources. Funder-mandated eligibility restrictions may include: maximum income levels, the definition of homelessness that a household must meet, veteran status and other factors. RRH programs shall not adopt additional eligibility or screening criteria beyond what is required by a funding source. In particular, providers shall not impose additional targeting or screening criteria designed to identify whether a household is "housing ready," such as:

- Sobriety
- Employability or employment readiness
- Income
- "Motivation" or willingness to participate in services

iv. Housing Identification and Selection

The goal of Housing Identification is to find housing for program participants quickly. Activities under this core component include recruiting landlords with units in the communities and neighborhoods where program participants want to live and negotiating with landlords to help program participants access housing. This also includes having discussions with clients about housing options. Program staff listen to and respect client choices about their housing (where they want to live, how much they are willing to pay, whether they are willing to share) and also provide accurate information about the implications of those choices given the realities of the housing market.

RRH programs hire and retain staff with the skills and experience necessary to conduct housing identification and location, and to assist participants and landlords in understanding landlord-tenant rights and responsibilities.

v. Rent and Move-In Assistance

The goal of Rent and Move-In Assistance is to provide short-term help to households so they can stabilize in housing and maintain housing after leaving the RRH program.

Activities under this core component of RRH include paying for security deposits, move-in expenses, rent, and utilities. In general:

- Rent and move-in assistance should be flexible and tailored to the varying and changing needs of a household while providing the assistance necessary for households to move immediately out of homelessness and to stabilize in permanent housing.
- Each RRH program should maximize the number of households it is able to serve by providing households with financial assistance in a progressive manner, providing only the assistance necessary to stabilize in permanent housing.
- RRH programs will assume that all households, even those with high barriers, have the chance to succeed with a minimal subsidy.
- RRH policies should reflect realistic expectations about the household's rent burden when subsidies end. Given the expensive rental market and cost of living in San Mateo County, households may have to spend a very high percentage of their income for rent.

A best practice in RRH, progressive engagement provides a tailored level of assistance to households, reserving the most intensive interventions for individuals and families with the highest barriers to housing success. After initially entering a program, clients are met with a fitting level of services, typically beginning with low-intensity services and progressively increasing service intensity if needed. Clients should be continually re-assessed throughout the program's duration to ensure they are receiving an appropriate level of service. Services can be increased or decreased according to reassessment findings. The goal of this approach is that RRH provider services and subsidies effectively target and adjust to each household's needs.

Another goal of progressive engagement is to build a foundation for client independence and permanent housing maintenance by creating connections to needed support and services networks within the community. By the time rental assistance ceases, clients will ideally have built a support system to help address and overcome future hurdles, including access to childcare, transportation, health care, and/or employment.

vi. Case Management and Support Services

The goals of RRH case management are to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports as needed. To the maximum extent possible, services should be aligned with the National Alliance to End Homelessness (NAEH) "Rapid Re-Housing Performance Benchmarks and Program Standards."

Supportive services in RRH programs are offered and encouraged, however participation is not mandatory. Programs may offer employment services, budgeting classes, and other types of support, but participation is not mandatory as a condition of receiving assistance. Programs will utilize motivational interviewing and other engagement techniques to encourage participants to participate in supportive services that are applicable to each participant's housing plan.

c. Permanent Supportive Housing (PSH)

i. Description

Permanent supportive housing (PSH) is a form of housing that provides long-term (not time limited) deeply affordable housing in conjunction with supportive services. PSH generally is targeted to serve those households that have the greatest needs and highest vulnerabilities – people with disabling conditions and who have experienced extended periods of homelessness.

PSH programs are not all identical. Generally speaking, there are three main types of programs and projects:

1. *Tenant-based rental assistance*. The most common form of PSH in San Mateo County, tenant-based or voucher programs provide ongoing rental assistance to tenants who lease units directly from a landlord in the private rental market. The tenant pays a portion of the rent (typically 30% of their adjusted income), while the program pays the remainder up to a maximum allowable contract rent. In this model, program participants must identify and secure a housing unit, typically with assistance from a service provider. Participants may receive services in their units through dedicated service providers, and also may participate in community-based services.

2. *Site-based, project-based or dedicated PSH units*. Some PSH projects in San Mateo County consist of dedicated, built units, typically developed and owned by non-profit affordable housing developers. Services are provided on-site and tenants may also participate in community-based services.

3. *Sponsor-based or master-leased units*. A third type of PSH consists of units that are owned or master-leased by a PSH sponsor, typically a non-profit housing or service providers. In this model, the units are owned or leased by the sponsor and then sub-leased to program participants. Services may be provided on-site and tenants may also participate in community-based services.

ii. General Principles

San Mateo County has adopted the following general principles for Permanent Supportive Housing, which build upon the overall principles for the homeless system:

- **System Orientation**: PSH plays a key role in ending homelessness overall. To do so effectively and efficiently PSH programs must coordinate with the broader homeless system, not screen out large portions of the homeless population, and have a commitment to a Housing First approach. PSH must prioritize assistance for households who are unsheltered and those who have the highest need for assistance to resolve their housing crisis, by accepting referrals from the County's Coordinated Entry System (CES).

- **Housing First**: PSH programs are generally designed to serve those households that are experiencing chronic homelessness – those with long histories of homelessness and who have a disabling condition. PSH programs should have the capacity to house those households with very high service needs and challenging housing histories. They should have low barriers to program entry and program rules designed to minimize clients being involuntarily terminated or evicted. Low entry barriers means there are no sobriety requirements, service participation requirements, or other entry criteria designed to screen out households based on lack of "housing readiness" or motivation. Program design is oriented to help all households sustain housing and prevent eviction.

- **Data-Driven**: PSH programs will track and report on progress in meeting performance standards and use data for continuous quality improvement.

- **Client-Centered**: Support services provided in PSH programs are individualized to meet the needs of each client, supporting client choice and self-determination. Programs incorporate fair, transparent, and accessible program policies. PSH participants have all the rights and responsibilities of typical tenants and sign a standard lease agreement.

iii. Permanent Supportive Housing Access

Under San Mateo County's CES policies all PSH programs receiving CoC funding must accept referrals from CES, which uses a locally designed assessment tool to prioritize households for PSH based on their history of homelessness, presence of housing barriers and vulnerability.

The households matched to PSH must be:

- Experiencing chronic homelessness, as defined in the HUD Final Rule on Chronic Homelessness
- Meet the CES eligibility criteria

PSH programs and providers may not have their own outreach and referral procedures, and must accept referrals directly from the CES, eliminating "side doors" into the homeless system. Some programs have funder-driven requirements for specialized referral processes due to the other systems that the program interacts with, such as the San Mateo County Department of Behavioral Health and Recovery Services (BHRS), which is the primary provider of services to some PSH projects. Programs with specialized referral process work with HSA to involve CES prioritization as part of the specialized referral process.

Each PSH program in San Mateo County will establish its own eligibility criteria in compliance with applicable funding sources. Funder-mandated eligibility restrictions may include: maximum income levels, the definition of homelessness that a household must meet, veteran status and other factors. PSH projects that are site-specific dedicated built units must also comply with the regulatory requirements associated with all their permanent financing sources (e.g. tax credits, HUD 811, etc.) that are related to tenant eligibility and screening.

PSH programs shall not adopt additional eligibility or screening criteria beyond what is required by a funding source. In particular, providers shall not impose additional targeting or screening criteria designed to identify whether a household is "housing ready," such as:

- Sobriety
- Employability or employment readiness
- Minimum income
- "Motivation" or willingness to participate in services

iv. Orders of Priority

All CoC-funded PSH beds in the CoC are offered to eligible chronically homeless households using the process described above and further detailed in the CoC's adopted CES policies. The prioritization policy for PSH complies with the order of priority set forth in HUD's CPD Notice CPD-16-11 - *Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Persons in Supportive Housing.*

The San Mateo County CES uses a locally-designed housing assessment and prioritization tool that assesses each household's length of time homeless and barriers to securing housing.

The CoC Lead Agency manages a centralized priority pool of adults and families who have been prioritized for assistance based on their assessment results. When there are openings in PSH projects, the CoC Lead Agency will match the household on the list that has the highest score and has been verified as being chronically homeless and who appears to meet the program's eligibility criteria. Individuals are referred in priority score order – this ensures that those who have the most significant housing barriers are assisted first.

The CoC ensures that all eligible veterans are referred for assistance through Veterans Affairs Supportive Housing (VASH) and Supportive Services for Veteran Families (SSVF). Those veterans who are not eligible for these VA-funded programs may access available CoC-funded PSH beds provided they meet the chronic homelessness criteria.

v. Housing Standards

The detailed PSH standards developed by HSA in collaboration with PSH providers specify number of standards relating to housing features. These are briefly summarized below:

- Housing quality and inspection requirements. Units should meet HUD's Habitability Standard, unless the Housing Quality Standard (HQS) is required by a funding source. CoC-funded units must meet HQS.
- Unit location. The CoC program requires that participants may lease units outside San Mateo County in some circumstances as per the CoC Interim Rule.
- Neighborhood Amenities. Ideal neighborhood locations for site-based and master-leased PSH will ensure that program participants have access to a quality of life that meets individual backgrounds and needs.
- Unit size and occupancy standards. Occupancy requirements should align to the standards of the Housing Authority of San Mateo County unless a funding source requires some other standard.
- Shared Housing. PSH providers should offer some flexibility to allow participants to share units to the extent feasible.
- Unit Rents and Participant Rents. Maximum allowable rent and tenant rent is determined by the PSH funding source(s). CoC-funded programs must comply with HUD's rent reasonableness standard and rent reasonableness must be documented. Participants in CoC-funded units pay 30% of adjusted income towards rent, as per the CoC Interim Rule.
- Lease Terms. PSH tenants must have leases that comply with all applicable local regulations. CoC funded units must comply with the lease terms in the CoC Interim Rule.
- Housing Search Services. Tenant-based rental assistance programs should provide all participants with locating and accessing housing in a timely manner.

- Landlord Relations. PSH programs shall build and maintain positive relationships with landlords.
- Client Choice. PSH programs shall maximize the ability of participants to have a choice of unit. Reasonable restrictions on how many times a participant may turn down an offer of housing are permissible.
- Housing First Oriented Property Management. PSH tenants tend to have a range of challenges that can make it difficult for them to be stable in their housing. Above all, property management must be oriented to a housing first philosophy that prioritizes keeping tenants in their housing and avoiding eviction to the greatest extent possible.

vi. Service Standards

The detailed PSH standards developed by HSA in collaboration with PSH providers specify number of standards relating to support services. These are briefly summarized below:

- Voluntary Service Participation. As a general matter, supportive services in PSH programs are offered and encouraged, however participation is not mandatory. Programs should at a minimum offer case management, linkages to health and behavioral health services, and may also offer employment services, budgeting classes, and other types of support. However, participation must not be mandatory as a condition of receiving housing. Programs will utilize motivational interviewing and other engagement techniques to encourage participants to participate in supportive services.
- Case Management. All PSH programs should offer case management to participants, preferably on-site. The goals of PSH case management are to help participants obtain and move into permanent housing, support participants to stabilize in and maintain their housing, and connect them to community and mainstream services and supports as needed.
- Behavioral Health and Other Services. An integral part of permanent supportive housing is ensuring that program participants receive the necessary health, behavioral health, and other services needed to lead quality lives and maintain housing stability. These services may be provided on-site by a dedicated staff or by partnering organizations qualified to perform services on a continual basis. Services should be tailored to fit the needs of the households to be assisted. Site-based, dedicated PSH projects generally are required as a condition of their permanent financing to develop a formal service plan specifying what services will be provided (e.g. Mental Health Services Act (MHSA), No Place Like Home (NPLH)). In these instances, specific service standards may be imposed by the funder.

d. Anti-Discrimination Policy

The Continuum of Care has adopted the following policy regarding affirmative marketing and non-discrimination.

All homeless system providers and programs receiving federal CoC and/or ESG funds, or who are under contract with the San Mateo County Human Services Agency (HSA) shall affirmatively market their housing, shelter and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or disability and who are least likely to apply in the absence of special outreach, and maintain records of those marketing activities. Housing and services must be made available to individuals and families without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a)(2). Programs shall adopt written policies ensuring that LBGTQIA individuals and families may receive supportive services, shelter and housing free from discrimination.

All programs shall comply with all applicable state and Federal civil rights and fair housing laws and requirements, including, but not limited to:

- Fair Housing Act prohibits discriminatory housing practices based on race, color, religion, sex, national origin, disability, or familial status;

- Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance;

- Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color or national origin under any program or activity receiving Federal financial assistance; and

- Title II of the Americans with Disabilities Act prohibits public entities, which includes state and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs, and activities, which include housing, and housing-related services such as housing search and referral assistance. Title III of the Americans with Disabilities Act prohibits private entities that own, lease, and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.

- HUD's Equal Access Rule at 24 CFR 5.105(a)(2) prohibits discriminatory eligibility determinations in HUD-assisted or HUD-insured housing programs based on actual or perceived sexual orientation, gender identity, or marital status, including any projects funded by the CoC Program, ESG Program, and HOPWA Program. The CoC Program interim rule also contains a fair housing

provision at 24 CFR 578.93. For ESG, see 24 CFR 576.407(a) and (b), and for HOPWA, see 24 CFR 574.603.

No person shall be denied any services provided on the grounds of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information.

No otherwise qualified individual with a disability shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of any services.

The above policies are incorporated by HSA into the policies for the Coordinated Entry System (CES). Additional policies relating specifically to CES are listed below:

The CES is widely marketed and available to:

- All eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status.
- All populations and subpopulations in the CoC's geographic area, including people experiencing chronic homelessness, veterans, families with children, youth, and survivors of domestic violence, have fair and equal access to the coordinated entry process, regardless of the location or method by which they access the system.
- Individuals with disabilities; and
- Persons with Limited English Proficiency (LEP).

The prioritization policy and process adopted by the CoC is designed to be fair and non-discriminatory:

- To the maximum extent possible, prioritization criteria are designed to be objective and to focus on concrete housing barriers and vulnerability factors;
- Clients are not required to disclose the presence of a disability in order to be prioritized and presence of a disability by itself is not a prioritization factor.

e. Other Policies and Standards

1. Policies Relating to Families With Children

CoC- and ESG-funded organizations providing shelter, services or housing to families with children who are experiencing homelessness and will have written policies in place that are consistent with the requirements of the McKinney Vento Act relating to education of children experiencing homelessness. Provider shall designate a staff person to be responsible for ensuring that children being served in the program are enrolled in

school and connected to appropriate services in the community, including early childhood programs such as Head Start. Provider will affirmatively inform participants of their educational rights under the McKinney Vento Act. programs will ensure all children are enrolled in early childhood programs or in school and connected to appropriate services in the community.

CoC- and ESG-funded emergency shelters, transitional housing, rapid rehousing and permanent housing project shall adopt written policies that implement the prohibition against family separation in the CoC Interim Rule (Section 578.95). The age and gender of any children under age 18 must not be used as a basis for denying a family's admission to a shelter or housing project.

2. Policies Relating to Survivors of Domestic Violence (DV)

The San Mateo County CoC provides individuals and families fleeing domestic violence access to housing and trauma-informed, victim-centered services that prioritize the survivor's safety needs, accommodate their unique circumstances, and maximize client choice. The Continuum of Care Steering Committee has delegated to the Human Services Agency (as CoC Lead Agency) the role of developing detailed DV policies that align with these CoC policies. HSA worked in collaboration with CORA (San Mateo County's victim service provider) and homeless system program providers on the development of the standards. Each program provider maintains their own written program policies that align with the CoC standards.

The CoC has established the following policies relating to domestic violence survivors to implement the applicable provisions of 78 FR 47717 The Violence Against Women Reauthorization Act (VAWA) of 2013 and 24 CFR 5.2005 VAWA protections, as set forth in HUD's Final Rule: Violence Against Women Reauthorization Act of 2013: Implementation in HUD Housing Programs, published on November 16, 2016 and codified in the amended CoC Interim Rule: 24 CRF 578.99(j), published in April 2017.:

- Prohibition on Denying, Terminating and Evicting Protected Program Participants. All CoC and ESG funded providers must have a policy that documents how they are complying with HUD requirements relating to the denial of service, termination or eviction of participants because they have experienced or are experiencing domestic violence, dating violence, sexual assault or stalking.
- Providing Notice of Occupancy Rights, VAWA Protections and Certification Form. All CoC housing providers must provide program applicants and participants with the Notice of Occupancy Rights Under VAWA and the VAWA Certification Form to document an incident of domestic violence, dating violence, sexual assault, or stalking. Providers must document that clients were informed of their rights and provided copies of the notices. A signed copy of acknowledgement must be maintained in client files.

- Contract, Lease and Occupancy Agreement Provisions. All covered housing providers must include language in agreements or addendums with housing owners or landlords detailing VAWA protections.
- Emergency Transfer Requirements. In accordance with the Violence Against Women Act (VAWA), all TH and PSH housing providers in the San Mateo County CoC must allow tenants who are victims of domestic violence, dating violence, sexual assault, or stalking to request an emergency transfer from the tenant's current unit to another unit. The ability to request a transfer must be available regardless of sex, gender identity, or sexual orientation. Programs must have a HUD-compliant written policy on Emergency Transfers.
- Documentation of Domestic Violence. To document that clients are eligible to receive VAWA protections, housing providers may, but are not required to, ask participants to provide documentation certifying incidents of domestic violence, dating violence, sexual assault, or stalking, to assert VAWA's protections. Oral statements by the individual or head of household that the household is fleeing or attempting to flee domestic violence shall be accepted. Third party verification is not required.
- Protecting Sensitive Data. Programs that are primarily for survivors of DV may not enter data into HMIS but must maintain an HMIS compliant database. Non victim service providers may enter data into HMIS but may not refuse assistance to households that are fleeing DV who do not wish their data to be entered into HMIS. Agencies must ensure they have policies and infrastructure in place to secure sensitive data. Data privacy procedures are detailed in the HMIS Policies and Procedures.
- Safety. The location of confidential DV programs shall not be made public. Coordinated Entry System (CES) staff shall receive training to implement safety protocols and make referrals to the DV system as needed for households that are fleeing.
- Access. The CES shall ensure equal access to homeless system programs for households fleeing domestic violence, regardless of whether they initially contact a victim services provider or other homeless system provider, as detailed in the CES policies. CoC and ESG funded programs shall not deny admission or terminate assistance to a household on the grounds that they are fleeing or attempting to flee domestic violence, as specified in HSA's standards for shelter, rapid re-housing and Permanent Supportive Housing.

In addition to the above policies, HSA, as the CoC Lead Agency, provides technical assistance to any provider in the CoC covered by HUD's final rule implementing housing provisions under the Violence Against Women Reauthorization Act of 2013 (VAWA), published November 16, 2018. This includes assisting providers in ensuring that their policies are in compliance regarding emergency transfers to allow victims of domestic and/or sexual violence to move to another safe and available unit if they fear for their life and safety. The Lead Agency also provides technical assistance to providers to

ensure they comply with other provisions of this rule, including rules relating to tenant notification requirements, third party documentation requirements (unnecessary so long as a victim self-certifies their need for VAWA protections), and requirements that housing providers do not deny tenancy or occupancy rights based solely on adverse factors that are a direct result of being a survivor of domestic or sexual violence.

3. Other Policies

All providers shall adopt strategies to help program participants obtain mainstream benefits.

The CoC will provide regular training for providers on topics relevant to implementation of these policies and standards, including training on how to effectively implement HUD's rule on Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity.

The CoC Lead Agency (HSA) shall require all providers receiving funding through HSA to comply with all applicable local, state and federal anti-discrimination requirements, including prohibiting discrimination based on age, sex, gender, LGBTQ status, marital status or disability.

4. Procedures for Monitoring Outcomes of CoC and ESG Recipients

The San Mateo County Human Services Agency (HSA), Center on Homelessness (the CoC Lead Agency) is responsible for regular monitoring of all emergency shelter, transitional housing, outreach, supportive housing, rapid re-housing and prevention programs as part of the HSA's contract management responsibilities. This includes all CoC and ESG funded projects. Monitoring shall include site visits, analysis of spending rates, review of financial information, review of occupancy data, and a review of whether projects are meeting the performance benchmarks established by HUD and the CoC. Specific performance measures to be monitored shall include: utilization rates, increasing housing stability, participant eligibility, length of time homeless, destination upon exit, increasing income, and connecting to mainstream benefits.

The CoC Project Performance subcommittee shall work with the Lead Agency staff to conduct an annual assessment of how well CoC and ESG projects are performing, identify those that are underachieving either in terms of outcomes, spending, effectiveness, or other factors, and recommends whether projects should be offered technical assistance to improve performance or should be candidates for grant re-allocation.

The San Mateo County Department of Housing (DOH), the County's ESG recipient, is responsible for coordinating closely with the CoC in regards to ESG funding. There is a designated slot for a CoC representative on the Housing and Community Development Committee (HCDC) board which allocates ESG funding. The DOH has a designated representative on the CoC Steering Committee.

The CoC Steering Committee shall consult on relevant sections of the Consolidated Plan for the County and four entitlement jurisdictions, including sections covering funding priorities for the County's ESG funds. DOH works closely with the CoC Lead Agency, the San Mateo County Human Services Agency (HSA), on awarding contracts, gathering community input, data analysis and contract monitoring. The CoC Lead Agency is also the HMIS Lead Agency and develops the policies and procedures for operation and administration of HMIS for ESG funded projects. The CoC Lead Agency shall evaluate and rank local applications for State ESG funding in accordance with priorities established by the CoC Steering Committee.

Attachment C: HMIS Policies and Procedures Manual

County of San Mateo
Human Services Agency
HMIS Policies and Procedures

County of San Mateo's Homeless Management Information System
will provide standardized and timely information
to improve access to our housing and services
and strengthen our effort to end homelessness.

Contents

COC AND HMIS GOVERNANCE CHARTER....1
Contact information/User Support 39
Background....40
History....40
Eligible Programs....41
Why is this Important?....42
Expectations for HMIS Partner Agencies....42
Reporting....43
General On-Going Commitments and Data Quality 43
Information Entry Standards....44
No Conditioning of Services 44
Data Privacy and Protection....44
Data Sharing....46
Accountability for Noncompliance....47
Expectations for HMIS System Administrator....47
Providing an HMIS....47
Notice of Planned Interruption in Service....47
HMIS Policies Continued....47
Grievance Procedures for Individual Program Participants....48
Data Privacy and Security Protection Training....48
Data Accuracy 48
The Center on Homelessness shall regularly check data quality in County of San Mateo's HMIS. Agencies, or particular end-users, that make repeated errors may be required to attend more training, or may be barred from using HMIS if they are unwilling to improve data entry practices....49
Third Party Access to Data 49

Contact information/User Support

Should you have any questions or technical difficulty regarding the Clarity HMIS application, or need to add or remove users, please contact the Human Services Agency, Business Systems Group Service Desk to submit a support ticket:

Human Services Agency Business Systems Group
HSA_ServiceDesk@smcgov.org
650-802-7573

Or the County of San Mateo Human Services Agency HMIS Coordinator can help troubleshoot:

Brian Eggers
BEggers@smcgov.org
(650) 802-5083

Background

The Homeless Management Information System (HMIS) enable data from a variety of service providers to be combined to reveal a more comprehensive picture of client needs. In San Mateo County and elsewhere, this is accomplished via the secure, private, client centric and centralized system by BitFocus (the vendor), called Clarity Human Services (Clarity).

History

In 2000 Congress instructed the U.S. Department of Housing and Urban Development to take measures to improve available data concerning homelessness in the United States. In response, HUD obligated all Continuum of Care regions to implement region-wide databases that would allow an unduplicated count of service users.

Specifically, Congress mandated HUD to collect information on the number of persons assisted through the McKinney-Vento Act. The Omnibus Appropriations Act of 2003 (Pub. L. 108-7) in its conference committee report noted:

> *HUD is directed to begin collecting data on the percentage and number of beds and supportive services programs that are serving people who are chronically disabled and/or chronically homeless . . . HUD should continue its collaborative efforts with local jurisdictions to collect an array of data on homelessness in order to analyze patterns of use of assistance, including how many people enter and exit the homeless assistance system, and to assess the effectiveness of the homeless assistance system.*

Previously in FY 1999 HUD Appropriations Act, Congress directed HUD to collect data from representative samples of existing HMIS systems,

> *Collect, at a minimum, the following data: The unduplicated count of clients served; client characteristics such as age, race, disability status, units (days) and type of housing received (shelter, transitional, permanent); and services rendered. Outcome information such as housing stability, income and health status should be collected.*[1]

[1] See Federal Register, Volume 68, No 140 (July 22, 2003) for further overview of federal mandates for HMIS.

Eligible Programs

Programs which may use HMIS include, but are not limited to:

- Emergency Shelters and Transitional Housing Programs serving homeless adults, families and youth[2]
- Street and Community outreach programs to persons who are homeless
- Supportive Service programs serving persons who are homeless

In addition, HMIS participation is a requirement of various funders. On the Federal level, HMIS participation is mandated for all service and housing providers that receive HUD funding under the McKinney-Vento Act, which includes:

- Supportive Housing Program (SHP)
- Permanent Supportive Housing
- Other Permanent Housing
- Shelter Plus Care
- Section 8 Moderate Rehab for Single Room Occupancy
- Emergency Solutions Grant (ESG)
- Housing for Persons with AIDS (HOPWA)

Ideally all emergency shelters, transitional and supportive housing program, and homeless outreach programs will participate in HMIS. The more agencies that participate in the system the better. More agencies equal more comprehensive data, and therefore improved information for planning and policymaking. More users within agencies means that clients will more likely receive appropriate services, since their caseworkers may have an opportunity to see relevant case history from prior service episodes, and will have an opportunity to rely upon the systems case planning, referral, and data protection capacities.

[2] In general, domestic violence shelters are prohibited from participating in HMIS by federal legislation, under the Violence Against Women Act (VAWA).

Why is this Important?

Because agencies that serve people experiencing homelessness work for the public welfare of our communities, they must remain accountable to their program participants, funders, and community partners. One way to remain accountable is to be driven and focused on a mission and to report progress on accomplishing that mission. Programs should be transparent about what outcomes and goals they have achieved. HMIS allows programs to manage data in a secure and standardized environment that also offers an aggregate view of our county's homelessness. We hope that with better information we will be able to plan, work, and achieve greater success in serving participants with meaningful services and housing options and end a social problem that can be fixed.

Expectations for HMIS Partner Agencies

Human services agencies that participate in San Mateo County's HMIS are referred to as "partner agencies." Each partner agency needs to follow certain guidelines to help keep the HMIS on track and to maintain data privacy and accuracy.

Implementing HMIS

To prepare for participating in San Mateo County's HMIS, agency administration should:

- Dedicate at least one computer to the use of HMIS. The computer must have access to the Internet and must be running a modern browser. The computer(s) should be in an area that is not accessible to the public or any staff not cleared to see identifying information of the agency's clients.

- Familiarize themselves with HMIS by attending a HMIS training session or by calling the HMIS coordinator and scheduling a HMIS site visit.

- Decide how many system end-users they will need. "End users" are the people who will actually enter data into the HMIS and use the system to run reports that the agency will need for funding purposes, or find useful for internal management. Typical end users include intake workers and case managers. Typically, the more end-users in an agency, the more useful the system becomes.

- Familiarize prospective end-users with basic computer skills if necessary (e.g., windows, using a mouse, navigating the internet).

- Designate a primary HMIS contact within the agency.

- Develop a clear understanding of current reporting needs and funding streams.

- Understand the agency's data privacy requirements. For example, is the agency covered by HIPAA?

- Who will run reports? Which ones? How often? Note that we strongly recommend running reports on a monthly or weekly basis to help check for data errors. This particularly includes program entry and exit dates and the progress of the client receiving services. The agency is responsible for maintaining accurate data, and regularly running reports is a good way to double check that information has been properly recorded in the system. Regular reporting may also provide the agency with important information about its clients and programmatic goals.

- Data privacy practices and client informed consent. Before entering actual data, agencies must develop or adopt any necessary client notice, consent, and release of information forms, as well as their own written data privacy policy.

Reporting

Agencies are required to run reports in the system as directed by their funding sources, and should run these reports prior to actual report due dates to check for data entry errors. Agencies are strongly encouraged to use the systems reporting features on a more frequent weekly or monthly basis to check for data entry errors. Agencies are responsible for the quality of the data that they report.

General On-Going Commitments and Data Quality

Participating agencies should be prepared to commit to the following:

Maintaining accurate data. The agency should run system reports on a regular weekly or monthly basis to check for errors. The agency should contact the County of San Mateo's Human Services Agency, Business Systems Group 650-802-7573 or HSA_ServiceDesk@smcgov.org if needing assistance with data correction, including deleting any client records that were entered by mistake.

Obtaining written client consent, or releases of information, for data sharing (if the agency desires to share client data with other HMIS partner agencies). HIPAA-covered agencies also must allow clients to opt out of research uses of HMIS data.

Cancel HMIS access of any end-user who is terminated from employment, leaves the agency, or needs to be restricted from the system for any other reason. The agency needs to contact the County of San Mateo's Human Services Agency, Business Systems Group 650-802-7573 or

HSA_ServiceDesk@smcgov.org as soon as possible and no more than 24 hours after the end-user is terminated.

Information Entry Standards

- Information entered into County of San Mateo's HMIS will be truthful, accurate and complete.

- Agency staff will not enter information about clients into County of San Mateo's HMIS database unless the information is required for a legitimate business purpose such as to provide services to the Client, to conduct evaluation or research, to administer the program, or to comply with regulatory requirements.

- When adding to, or modifying data in, an existing client's HMIS record, end users should check to see if that client is currently receiving services from a different HMIS partner agency (e.g., entered into, but not yet exited from another program).

No Conditioning of Services

Agencies shall not decline to provide any services to a client based upon a client's refusal to sign a Release of Information form or refusing to allow entry of information into County of San Mateo's HMIS. (Note: This does not over-ride agency policies or funding restrictions that may require certain data from a client before an agency is able to serve the client. However, the client may be offered the opportunity to be entered into HMIS as a "private" client – e.g., all client information will be hidden from other provider agencies.)

Data Privacy and Protection

Program participants have a clear right to:

- Keep their personal information held private.

- Have their preferences with regard to the entry and sharing of client information within County of San Mateo's HMIS respected, whether they prefer their data to be shared with other partner agencies or not.

- Request a change in their information sharing preferences.

- Refuse to allow entry of identifiable information into County of San Mateo's HMIS without being denied services (except if entry of identifiable information is necessary for program operation).

- Have only truthful and accurate information about them entered into the system.

- Not be asked for information unless the information is required for a legitimate business purpose such as to provide services to the client.

- Inspect and obtain a copy of their own information maintained within County of San Mateo's HMIS (except for information that is used in preparation for a criminal or civil court case under release by subpoena).

- File grievances related to the HMIS without retaliation.

Agencies are responsible for the actions of their users. Among the steps each agency will take to maintain data privacy and security are:

- Access. Agencies will permit access to County of San Mateo's HMIS or client-level information obtained from it only to paid employees or who need access to County of San Mateo's HMIS for legitimate business purposes (such as to provide services to the Client, to conduct evaluation or research, to administer the program, or to comply with regulatory requirements).

- Usernames and passwords. Usernames and passwords shall not be stored or displayed in any publicly accessible location. Usernames and passwords may only be used by the person to whom they are assigned; licenses may not be shared under any circumstance. Each staff who accesses HMIS must have a unique username and password.

- Change in Employee status. If an authorized user separates from employment with a Core Service Agency or Homeless Service Provider, notification must be made via a support ticket to the HSA Services desk by contacting County of San Mateo's Human Services Agency, Business Systems Group at HSA_ServiceDesk@smcgov.org or 650-802-7573. The ticket shall request termination of the user's rights within 24 hours of an employee leaving employment to terminate access to the Clarity account.

- Training. Each agency will only allow their staff to access County of San Mateo's HMIS after the authorized user receives appropriate confidentiality training and has signed an Oath of Confidentiality. The Oath of Confidentiality represents the user's agreement to the following terms and conditions:

    - Do not access, review or discuss client information unless required in the completion of assigned responsibilities. Do not access any information for any unlawful or improper purpose.

- Do not disclose or discuss client information to other staff who do not have a legitimate business need for that information.

- Do not attempt to access systems or client data to which you lack authorization.

- Do not attempt to access client information through a colleague(s) unless it is for a legitimate business purpose.

- Do not change or delete any client data unless such a change or deletion is part of your job function.

- Do not attempt to access client information for personal use for any reason.

- Do not attempt to access client information for use that exceeds the scope of the Clarity User's duties and responsibilities.

- Staff should collect printed client information promptly from shared printers and photocopiers. Where the technology is available, "delayed" or "confidential" printing options should be selected for highly sensitive document production. All printed client information should be shredded when no longer needed or kept in a locked cabinet.

- Do not make or store printed or media copies of client information unless it is a necessary part of your job.

- Do not share your access information (user name and password) with anyone.

Data Sharing

One of the potential benefits – and potential risks – of the County of San Mateo's HMIS is the ability to easily share data between agencies in a standardized format. In either case, clients have the right to control access to their data and must sign a Client Release of Information form before an agency can share information about the client with other agencies via the County of San Mateo's HMIS. Note that agency staff must be prepared to explain the HMIS system and agency privacy policies upon request.

HMIS project staff at the County of San Mateo, Human Services Agency, Center on Homelessness, will have access to all information entered into the system. The Human Services Agency routinely deals with sensitive data and abide by strict data privacy practices. The

Human Services Agency will only access identifying information for business-related reasons, including administering the database, conducting research, and preparing reports (only aggregate information will be included in reports).

Accountability for Noncompliance

The Human Services Agency, Center on Homelessness will review progress made by participating programs with HMIS. The Center on Homelessness may provide notice to the local Continuum of Care when agencies are found not to be in compliance with data entry or have violated the code of ethics or privacy concerns.

Expectations for HMIS System Administrator

Providing an HMIS

As system administrator for County of San Mateo's HMIS, the Human Services Agency provides all of the necessary equipment, staff, and technology to operate and maintain the central site. This is done in partnership with the vendor (BitFocus) and San Mateo County Human Services Agency, which is the CoC Lead Agency and the HMIS Lead Agency.

In addition, the system administrator will work with Continuum of Care Coordinators, participating agencies, end-users, vendors, and other HMIS stakeholders to ensure compliance with HMIS-related rules and standards enacted by the U.S. Department of Housing and Urban Development, meaning the current HMIS Data Standard. This is to include, but not limited to:

- Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS
- Ensure consistent participation of recipients and sub recipients in the HMIS; and
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD in the HMIS Data Standards

Notice of Planned Interruption in Service

Whenever possible, the Human Services Agency will notify participating agencies of planned interruptions to service at least 3 business days prior to the interruption.

HMIS Policies Continued

Data Requests

Agencies will respond to all data requests submitted by individual program participants served by that particular agency. Any requests received by an agency that the agency is unable to fulfill will be forwarded to HSA.

Requests for inspection or copies of personal data or private information or by individual program participants shall be accommodated with no service charges or fees. Any agency, or the County of San Mateo's Human Services Agency, may deny access to information that is legally protected due to current or pending legal activity. An agency or program may deny inspection or copies of personal information if the individual program participant has requested the same data or information more than two times in a calendar year (unless substantive change have been made to the record – program participants may request another copy upon substantive change to their records).

Program participants may request amendments or corrections to their record. Any such requests shall be honored unless program staff have a justifiable reason for not making the change, including that the requested change would misrepresent client characteristics, service dates, or the like. Requests for changes that are not honored may be recorded under client case notes in the HMIS. Requests for multiple alterations in any calendar year may be denied due to administrative burden or harassment by the individual program participant (unless substantive changes have been made to the record – program participants may request additional alterations following substantive changes to their records).

Grievance Procedures for Individual Program Participants

Users must permit clients to file a written complaint regarding the use or treatment of their information within County of San Mateo's HMIS. Clients may file a written complaint with either the Agency/program or with the Center on Homelessness. Clients may not be retaliated against for filing a complaint.

Data Privacy and Security Protection Training

The Human Services Agency encourages all participating agencies or programs to routinely train their personnel on best practices in data privacy and security protection. Data privacy is emphasized in HMIS training sessions, but more general training on this topic is encouraged.

Data Accuracy

Agencies are responsible for the accuracy of the data they enter into the HMIS. Agencies are strongly encouraged to run reports on a monthly or weekly basis to check data and consult with the Human Services Agency to correct any problems.

The Center on Homelessness shall regularly check data quality in County of San Mateo's HMIS. Agencies, or particular end-users, that make repeated errors may be required to attend more training, or may be barred from using HMIS if they are unwilling to improve data entry practices.

Third Party Access to Data

No request for private, personal information about an individual program participant from a third party or entity shall be honored unless the request is legally binding.

All requests for system-wide aggregate data or information shall be forwarded to the Human Services Agency.

Unused Licenses

If any license goes unused for more than 90 days, that license may be terminated. The Requesting Agency will be notified prior to deactivation of the license and the agency will have 5 business days to respond with a request if the license is to be continued.

ENDING HOMELESSNESS IN SAN MATEO COUNTY

JULY 2016



COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY



Table of Contents

Letter From Director 5

I. Background 6

A. PURPOSE OF THE PLAN 6
B. HISTORY 6
C. METHODOLOGY 6

II. Vision and Guiding Principles 8

III. Context for the Plan 9

A. SAN MATEO COUNTY CURRENT SYSTEM 9
B. NATIONAL AND STATE POLICY CONTEXT 13

IV: Environmental Scan: System Strengths, Opportunities, Challenges 16

A. STRENGTHS 16
B. CHALLENGES 16

V. Strategic Plan: Goals, Strategies, Desired Results 20

Appendices 24

A. GLOSSARY OF TERMS AND CONCEPTS 25
B. LIST OF STAKEHOLDERS WHO PARTICIPATED IN COMMUNITY PROCESS 27
C. SUMMARY OF COMMUNITY INPUT 30
D. SYSTEM PERFORMANCE ANALYSIS 35
E. SYSTEM INVENTORY 39



Letter from the Human Services Agency Director

The strength and resiliency of San Mateo County lies in a healthy and productive community. Our Agency assists individuals and families to achieve economic self-sufficiency, and ensures that our county's children are safe and well. This foundation ultimately serves to strengthen all aspects of our community.

While this report focuses on homelessness, the County is conducting related and complementary efforts in housing, mental health services, jobs, transportation, and all the other disciplines that, along with our homeless efforts, combine to create a thoughtful and sustainable vision of the future of our community.

This report builds upon the groundwork laid in the 10-year HOPE Plan, published in 2006, which was followed by a homeless system assessment in 2014, and commitment in 2015 by County leadership to end homelessness by 2020. Our Agency is committed to a culture of continuous improvement, client experience, employee engagement, innovation, and a focus on results, among others. The new strategies described in the report are borne from combining national best practices with our local context. Over the next 5 years, we will restructure our system to include individualized assessments, rely strongly on data for prioritization and in tracking progress, and favor long-term housing options whenever possible, including homelessness prevention.

I want to recognize our community partners, including the homeless and safety net providers, city leaders, law enforcement, U.S. Veterans Affairs, and community-based organizations for their input to this plan and their dedication to providing shelter and safety net services to some of the most vulnerable County residents. They know the opportunities and intricate challenges of this issue best, and we value their partnership. This plan also benefited greatly from broad county agency input, including the County Manager's Office, legislative staff, the Health System and the Department of Housing. I would also like to thank the many partners who participated in the redesign process. Finally, I would like to thank our Board of Supervisors for their vision, direction, and support as we tackle this critical and complex issue.



Iliana Rodriguez
Agency Director

I. BACKGROUND

A. Purpose of this Plan

The San Mateo County Board of Supervisors has made a commitment to end homelessness in the community by 2020. This plan articulates a path to achieve that goal over the next five years using strategies that are informed by an analysis of the existing system in San Mateo County, lessons learned from the HOPE (Housing Our People Effectively) Plan, and recent developments in the field. The plan is data-driven and results-oriented. It sets a strategic direction that will lead to measurable reductions in the number of people in the community experiencing homelessness and ensure the community has systems in place to respond swiftly and effectively when housing crises occur.

B. History

In 2005-2006, San Mateo County developed a 10-Year Plan to Prevent and End Homelessness. The HOPE Plan, adopted in 2006, set forth an ambitious agenda for ending homelessness by 2016. Over the past ten years, significant strides forward have been made to address homelessness. Key accomplishments have included the creation and expansion of Homeless Outreach Teams (HOT), new funding sources for homelessness prevention, Homeless Connect events, and various other initiatives. The Department of Housing (DOH) has helped to create 994 new affordable housing units, of which 350 are targeted to serving people earning less than 30% of the Area Median Income (AMI). DOH has also supported the creation of 96 new units of permanent supportive housing, including projects developed by the Mental Health Association and units in projects developed by Mid-Pen Housing. The Department has also incentivized the development of units for homeless households through its Notice of Funding Availability (NOFA) processes.

While much has been accomplished, homelessness in San Mateo County remains a persistent problem. The most recent point-in-time count found there are still an estimated 1,700 people experiencing homelessness on any given night. With the HOPE plan coming to a close, the County has made a decision to re-visit the plan in light of new best practices and new federal priorities, and informed by local lessons learned. In particular, this plan focuses on creating a Housing Crisis Resolution System that is organized around the goal of helping all people who are unsheltered quickly return to housing. The HOPE Plan focused on creation of new housing inventory as a key strategy to reduce homelessness, but these goals were not achievable given the local housing market. This plan draws on best practices that point the way to reducing homelessness given the existing supply of housing, and ensuring that available short- and long-term housing assistance is prioritized for people who are unsheltered or most vulnerable to becoming unsheltered. Expansion of the affordable housing supply remains a key priority for the community, but this work is being spearheaded by the Department of Housing along with other stakeholders and workgroups, including the Jobs/Housing Gap Task Force, Housing Leadership Council of San Mateo County, HEART of San Mateo and other efforts.

C. Methodology

The Human Services Agency (HSA) has developed this plan with technical assistance from Focus Strategies, a national consulting firm dedicated to helping communities develop data-driven solutions to ending homelessness. HSA engaged Focus Strategies to gather and analyze information to inform the development of the strategies presented in Section V. This included facilitation of a community input process as well as collection and analysis of homeless system data.

1. Community Input Process

The community input process took place between August 2015 and January 2016 and consisted of two main components:

- Key Stakeholder Interviews: Focus Strategies conducted a series of stakeholder interviews by telephone. The 20 interviewees included members of the Board of Supervisors, County Department heads and other executive level staff, City managers, funders and representatives from key housing and service providers. The purpose of these interviews was to learn more about the existing programs and identify opportunities and challenges to creating a system to end homelessness in San Mateo County by 2020.
- Learning Collaborative: HSA staff and Focus Strategies facilitated a series of five Learning Collaborative meetings designed to provide information and solicit input from stakeholders about specific strategies for system redesign. Typically with between 30 and 40 individuals were present for each meeting. Participants included non-profit agency staff, City staff, County staff and other interested individuals.

Appendix B provides a list of the individuals who participated in the process and Appendix C presents a detailed summary of the input received.

2. Data Analysis

Focus Strategies analyzed available data on homelessness in the community, and assessed the performance of existing programs and projects designed to serve homeless people. The purpose of this work was to understand who is being served in the system and what results are being generated in relation to invested funds. The initial round of data analysis used information from 2012-2014 and was presented in a separate report entitled Analysis of Homeless System Performance. As part of this strategic plan development, Focus Strategies updated the analysis of system performance to include 2014-2015 data.

The data analysis work was conducted using the System-Wide Analytics and Projection (SWAP) suite of tools, which Focus Strategies has designed for the National Alliance to End Homelessness to help communities plan and prioritize changes to bring about the greatest possible reduction in homelessness. To conduct this analysis, data was collected from three main sources: (1) the community's inventory of emergency shelter, transitional housing, rapid re-housing and permanent supportive housing units as documented in the 2015 Housing Inventory Count (HIC) prepared by HSA; (2) client data exported from the community's Homeless Management Information System (HMIS) for the two year period from July 2013 to June 2015; and (3) program budget data collected directly from homeless program providers. The data was inputted into the SWAP Base Year Calculator tool, which generated an analysis of the performance of each project and the system as a whole across a range of measures. The results of this analysis are summarized in Appendix D.

The SWAP results not only helped inform the strategies in this plan, but also provided an opportunity to further solicit stakeholder input. Focus Strategies held individual meetings with each provider agency included in the analysis to review and discuss their individual performance results. Meetings were attended by staff from the Center on Homelessness. During these meetings, providers had an opportunity to review their program performance and the underlying data, surface questions and concerns, and discuss where they saw opportunities to improve performance.

3. Strategic Direction

To develop the goals and strategies presented in this plan, HSA worked in collaboration with a Leadership Team which included representatives from HSA, Health System, Department of Housing, County Manager's Office, staff from several members of the Board of Supervisors, as well as the chair of the Continuum of Care (CoC) and a representative from the Core Service Agencies (both representing nonprofit provider agencies). The HOPE Interagency Council (IAC) and the Continuum of Care Steering Committee also provided their input throughout the process. The IAC is the advisory body convened by the Board of Supervisors to oversee the implementation of the HOPE Plan. The CoC Steering Committee oversees the planning process and applications related to the community's federal homelessness funding (see Section III.A.5 for additional details).

II. Vision and Guiding Principles

This plan lays out a roadmap to ending homelessness in San Mateo County by 2020. The vision is that within the next five years, homelessness will be a rare, brief, and one-time occurrence:

- Rare: Whenever possible, the system will prevent vulnerable individuals and families from falling into homelessness.
- Brief: A system will be in place to ensure that any household experiencing a crisis of homelessness returns to housing within 30 days.
- One-time: Individuals and families that secure housing through the crisis response system will not return to homelessness.

This plan is based on some key guiding principles:

Systems Orientation: The goal is to create a system that responds effectively and rapidly to the crisis of homelessness. In a system, all stakeholders, programs, and organizations work together in coordination to accomplish a clear set of shared objectives. The objective of the housing crisis resolution system is to ensure that anyone who is homeless quickly returns to stable housing.

Housing First: People experiencing homelessness need housing above all else. Strategies and interventions must focus on returning households to safe, secure housing that they can use as a starting place to address other issues.

Data Driven: The system is data driven. Plans are based on an analysis of the current system and the best assessment of what is and what is not working. System and program-level performance is measured, then results are used for continuous quality improvement. Funders of the system view their role as stewards of community resource who are responsible for understanding what results their investments are achieving and ensuring resources are used in a way that maximizes impact.

Client Centered: Clients – people experiencing homelessness – are at the center of the system design. The system is designed to ensure easy and streamlined access for everyone, particularly those who experience the greatest challenge navigating the complexities of publicly-funded services and programs. Programs within the system adopt fair, transparent, and understandable policies in regards to how assistance is accessed and how these policies respect client choice and self-determination.

Context-Specific and Aligned with Best Practices: The plan is specific to the local context and priorities. It is tailored to reflect the specific strengths and challenges of San Mateo County. At the same time, it is aligned with evidence-based practices and lessons learned from the field, as well as federal policy direction. This report includes available research and national results, and how they apply to local conditions.

III. Context for the Plan

A. San Mateo County Current System

1. Overview of San Mateo County

According to the most recently available Census estimates (2014), the County has a total population of 758,581 people living in 258,863 households. A majority of the population live in the urbanized corridor along Highway 101. Median income in the community is $91,421, significantly higher than the state-wide median of $61,489. Although overall county income remains relatively high, many people are not faring well. An estimated 55,272 people, or 7.3% of the community's total population, live below the poverty level. About 28,000 households (11%) earn under $25,000 per year.

San Mateo County is characterized by extraordinarily high housing costs, which tend to escalate dramatically during booms in the technology sector, such as the one that has taken place in the past several years. Housing has become acutely unaffordable in the community, which led the Board of Supervisors to convene a special study session on affordable housing on March 17, 2015. According to data published by the Department of Housing in February 2016, the average rent for a two-bedroom apartment is $2,856 and for a one-bedroom is $2,562. The average apartment vacancy rate is 5.2%. Housing market conditions have created unprecedented obstacles for households with federal tenant-based housing subsidies through the San Mateo County Housing Authority's Moving to Work Program (also known as the Housing Choice Voucher Program or Section 8). Increasingly, voucher holders face challenges in finding a landlord that will accept their subsidies. The Housing Authority's utilization rate for HCV vouchers has plummeted from 99% in 2012 to 90% in 2016, an unprecedented drop.

2. Numbers and Characteristics of People Experiencing Homelessness

The most recent count of homeless people in San Mateo County was conducted in January 2015. This count found a total of 1,772 people experiencing homelessness on a single night, of whom 775 (43%) were unsheltered (living outdoors or in vehicles) and 997 (56%) were living in emergency shelters, transitional housing or institutional settings (jails, hospitals, drug treatment programs). These 1,772 people comprise 1,386 households, of whom 147 (11%) were households with minor children and 1,240 (89%) were single adults or households with only adults in them. Using data on lengths of stay and utilization rate for the programs included in the count, Focus Strategies estimates there are approximately 3,500 households in San Mateo County that experience homelessness over the course of a year.

The homeless count data shows that the majority of people who experience homelessness in San Mateo County are single adults. Of the homeless single adults counted, 35% are chronically homeless, defined as being: (1) currently unsheltered or in emergency shelter; (2) having been continually homeless for at least a year or for four or more times within the last three years; and (3) having a disability that significantly impairs ability to secure and sustain housing. Unlike many urban areas where unsheltered homeless people are often seen on the streets or clustered in large encampments, the majority of unsheltered homeless people in San Mateo County in locations less visible to the broader community, such as hidden outdoor locations or in vehicles.

The table below presents summary data from the point in time count. Additional information may be found in the 2015 San Mateo County Homeless Census and Survey.

PEOPLE EXPERIENCING HOMELESSNESS

LOCATION	ADULT ONLY HOUSE-HOLDS	PEOPLE IN ADULT ONLY HOUSE-HOLDS	FAMILY HOUSE-HOLDS	PEOPLE IN FAMILY HOUSE-HOLDS	TOTAL HOUSE-HOLDS	TOTAL PEOPLE
Unsheltered Count						
Streets	327	331	0	0	327	331
Cars	92	98	18	59	110	157
RVs	89	95	17	56	106	151
Encampments	136	136	0	0	136	136
Subtotal Unsheltered	644	660	35	115	679	775
Shelter Count						
Emergency Shelters	152	152	12	35	164	187
Motel Voucher Programs	0	0	22	67	22	67
Transitional Housing	155	155	78	299	233	454
Institutions	289	289	0	0	289	289
Subtotal Sheltered	596	596	112	401	708	997
TOTAL	**1,240**	**1,256**	**147**	**516**	**1,387**	**1,772**

3. Available Interventions for People Experiencing Homelessness

San Mateo County has put in place a broad range of service, shelter, and housing options for homeless people, representing all types of primary interventions typical in most communities. These include programs and projects offering temporary and permanent housing, as well as a variety of services. This section briefly describes available resources – a detailed program inventory is provided in Appendix E.

OUTREACH AND ENGAGEMENT

Over the last decade, San Mateo County has partnered with cities and non-profit providers to implement multi-disciplinary Homeless Outreach Teams (HOT). These teams cover the whole county geography, with a focus on areas where there are a large number of unsheltered, chronically homeless adults (including downtown San Mateo, Redwood City, East Palo Alto, South San Francisco and parts of the Coastside). The HOT program includes outreach specialists employed by LifeMoves – who conduct outreach, engage with unsheltered homeless people, work to identify their individual service needs, then develop and execute a person-centered housing plans. Many are then connected to permanent supportive housing offered by the Housing Authority. Multidisciplinary HOT teams meet regularly in communities throughout the County and include key partners such as law enforcement, behavioral health staff from the Health System, Core Service Agencies, and other partners.

EMERGENCY SHELTERS

Shelters offer very short lengths of stay, connections to a range of services and, in some cases, assistance developing a plan to secure permanent housing. Most of San Mateo County's emergency shelters are congregate facilities (particularly those for single adults) or offer shared living arrangements (for families with children). This category of program also includes the County's motel voucher program which pays for short term motel stays for homeless families who are waiting to access shelter or transitional housing. Providers of shelter in the community include: LifeMoves, Samaritan House, Project WeHOPE, CORA (Community Overcoming Relationship Abuse), Hope and Home, the Mental Health Association, and StarVista.

TRANSITIONAL HOUSING

San Mateo County has a relatively large inventory of transitional housing programs for both single adults and families with children. These programs are designed to offer longer stays and intensive case management to help residents make the transition to permanent housing upon exit. HUD-funded transitional housing programs are allowed to have stays of up to two years, but the majority of programs in San Mateo County are designed to be much shorter. Many of the emergency shelter programs are designed as "feeder" programs into transitional housing, with residents moving directly from emergency to transitional, sometimes within the same building. Transitional Housing providers include: LifeMoves, Samaritan House, CORA, the Mental Health Association, and StarVista.

RAPID RE-HOUSING

Rapid re-housing is a relatively new program type that provides homeless individuals and families with a short term rental subsidy (usually up to about six months) after which they take over responsibility for paying their own rent. Services include help with locating housing, as well as time-limited case management focused on maintaining stability in housing. Currently, there are only a handful of rapid re-housing programs operating in the community, mostly overseen by LifeMoves.

PERMANENT SUPPORTIVE HOUSING

Permanent supportive housing (PSH) is housing that is not time-limited, which provide deeply affordable rent and intensive ongoing support services. It is designed for those homeless people with the most acute needs, particularly those who are chronically homeless and/or have significant behavioral disabilities. Much of the San Mateo County inventory consists of Shelter Plus Care vouchers operated by the Housing Authority in which tenants rent units in the private market and receive a rent subsidy. There are also dedicated units in site-based PSH projects, including units owned and operated by LifeMoves, the Mental Health Association, and others.

HOMELESSNESS PREVENTION PROGRAMS

The San Mateo County homeless system also includes an array of homelessness prevention programs, which provide financial assistance to households at-risk of losing their housing. Most of the homelessness prevention work is conducted by the Core Service Agencies using various funding sources.

A snapshot of the San Mateo County homeless system bed capacity is provided in the table below. This data is drawn from the most recent Housing Inventory Count (HIC) completed in January 2015. The HIC only encompasses residential programs and projects, and thus does not include data on outreach or homelessness prevention.

HOMELESS SYSTEM BED CAPACITY

PROGRAM TYPE	NUMBER OF PROVIDERS	NUMBER OF PROGRAMS	NUMBER OF BEDS
Emergency Shelter	9	11	325
Transitional Housing	7	13	477
Rapid Re-Housing	1	2	94
Permanent Supportive Housing	5	19	689
Total	13	45	1,585

4. Funding Sources Invested

Funding for homeless programs and services in San Mateo County come from a range of local, State and Federal sources. As part of the SWAP data analysis, Focus Strategies collected data on program budgets for the majority of shelter, transitional housing, rapid re-housing, and permanent supportive housing in the community. The table below presents a summary of the total dollars invested in the programs that were analyzed. This is not intended to be a complete picture of all funds invested in addressing homelessness in the community, but to provide an estimate of the investment level and how it is distributed amongst program types.

DOLLARS INVESTED IN PROGRAMS

PROGRAM TYPE	TOTAL	% TOTAL INVESTMENT
Emergency Shelter	$4,288,771	25%
Transitional Housing	$3,560,627	21%
Rapid Re-Housing	$957,888	6%
Permanent Supportive Housing	$8,550,076	49%
Total	$17,357,362	100%

5. Homeless System Planning and Governance Bodies

A. PLANNING BODIES

San Mateo County has several planning bodies that share responsibility for overseeing efforts to address homelessness. These include:

HOPE Interagency Council (IAC): Oversees implementation of the 10 Year Plan to End Homelessness in close coordination with the CoC Steering Committee, which has a representative on the IAC. The IAC is responsible for setting policy, establishing priorities, and guiding implementation of the 10 Year Plan and strategies for meeting objectives identified in Opening Doors, the Federal Strategic Plan to Prevent and End Homelessness. The IAC is chaired by two members of the Board of Supervisors and representatives, including County and City Department heads, federal partners (VA and HUD), service providers, and funders.

Continuum of Care (CoC) Steering Committee: The CoC Steering Committee is the planning and decision-making group that provides local oversight of the community's federal target homeless assistance funding. The Steering Committee is responsible for oversight of the community's annual application for HUD CoC funding, as well as a range of planning and evaluation functions, including establishing performance standards and evaluating project performance and overseeing the bi-annual point in time count of homeless people. Membership includes City and County staff and non-profit providers of housing and services for homeless people.

County Committees: San Mateo County has recently established a grouped called Housing Our Clients, which is made up of Department Directors from the main systems of care (Health System, Health Plan of San Mateo, Human Services Agency, Department of Housing, Probation Department and the Sheriff's Office) to work on inter-departmental coordination to better meet needs of clients who frequently use multiple systems. This group is working to develop strategies to better assist county clients who are facing homelessness.

B. COUNTY DEPARTMENTS AND THEIR ROLES

Each of the County Departments has an important role in the work of addressing homelessness in San Mateo County:

- County Manager's Office (CMO): Provides general oversight and direction for all County activities, directs resource allocation and system-wide performance assessment;
- Human Services Agency (HSA): Oversees the Center on Homelessness, which leads the development of homeless system planning and staffs the Continuum of Care planning bodies and the HOPE Interagency Council (IAC). HSA also ensure its homeless system work is strongly aligned with and supported by other departmental activities, including operation of the CalWORKs program, child welfare, veterans services and workforce/employment services.
- Health System: The Health Systems include a number of departments involved with the work of ending homelessness, including the San Mateo Medical Center, Behavioral Health and Recovery Services (BHRS), Correctional Health, the Health Care for the Homeless/Farmworker Health Program; and the Public Health, Policy and Planning. Key initiatives and programs for homeless people include: permanent supportive housing for households who are clients of BHRS, with services provided by BHRS and housing assistance by DOH (e.g. the Shelter Plus Care Program); participation the Homeless Outreach Teams; using MHSA housing dollars to create dedicated PSH units.
- Department of Housing (DOH): Oversees the community's mainstream affordable housing resources, including the Moving to Work (MTW) housing choice voucher program (formerly known as Section 8). DOH partners with HSA and the CoC to operate the majority of the community's permanent supportive housing (PSH) units, and with the VA to provide PSH for veterans through the VASH program.
- Sheriff's Office and Probation Department: Participates in the HOT program, along with local police departments. Both departments are participating in the Housing Our Clients group to identify additional opportunities for collaboration and additional support for individuals with criminal justice system involvement who are also in need of housing assistance.

6. Data Systems

HUD requires that all communities receiving federal homelessness funding must establish a dedicated Homeless Management Information System (HMIS) to collect and analyze data on homeless people in the community, what housing and services they access, and results of the assistance they receive. In San Mateo County the HMIS system is managed by the Human Services Agency with support from participating provider partners. In 2015, the County transitioned from an older, locally developed HMIS to a new system Clarity Human Services System developed by a national vendor, Bitfocus. This new, more robust system provides essential infrastructure for the County and partners to support data-driven system planning and evaluation. The table below provides a summary of the number of programs in the community that participate in HMIS. County staff are continuing to engage with service providers to further increase the rate of participation in the system. As a domestic violence services provider, CORA is prohibited from entering data into HMIS but instead uses a compatible data system that is maintained separately from HMIS.

NUMBER OF PROGRAMS PARTICIPATING IN HMIS

PROGRAM TYPE	NUMBER OF BEDS	% OF BEDS PARTICIPATING IN HMIS
Emergency Shelter	325	65%
Transitional Housing	477	91%
Rapid Re-Housing	94	100%
Permanent Supportive Housing	689	77%
Total	1,585	80%

B. National and State Policy Context

1. Federal and State Goals for Ending Homelessness

In recent years, federal homelessness policy has shifted increasingly towards a data-driven approach that seeks to hold communities accountable for measurable reductions in homelessness. The United States Interagency Council on Homelessness (USICH) has set specific goals and timelines for ending homelessness that include:

- Prevent and end homelessness among Veterans in 2015;
- Finish the job of ending chronic homelessness in 2017;
- Prevent and end homelessness for families with children and youth in 2020;
- Set a path to ending all types of homelessness.

The USICH's Federal Strategic Plan to End Homelessness, Opening Doors, articulates a definition of what it means to end homelessness:

"An end to homelessness means that every community will have a systematic response in place that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and non-recurring experience. Specifically, every community will have the capacity to:

- Quickly identify and engage people at risk of and experiencing homelessness.
- Intervene to prevent the loss of housing and divert people from entering the homelessness services system.
- When homelessness does occur, provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and appropriate supports are being secured, and quickly connect people to housing assistance and services—tailored to their unique needs and strengths – to help them achieve and maintain stable housing."

Federal funding for homelessness assistance is increasingly allocated and prioritized to communities that are able to demonstrate their progress in meeting these goals. At the State level, California does not yet have an overarching policy approach to ending homelessness, and there are much fewer resources for targeted homelessness assistance. However, California is beginning efforts to align with the federal approach, re-structuring the State's Emergency Solutions Grant (ESG) program and expanding the availability of rapid re-housing funds for CalWORKs participants through the Housing Support Program (HSP). After years of reductions in funding for affordable housing at the State level (including the dissolution of RDAs), the State legislature is considering significant new, one-time investments.

2. Strategies and Best Practices for Ending Homelessness – Housing Crisis Resolution

Over the past several years, HUD and the USICH have articulated a new approach to ending homelessness that is grounded in a strong base of evidence for what strategies are most effective. Opening Doors, as well as many policy directives coming from HUD, all point to communities developing a Housing Crisis Resolution System. Opening Doors calls for communities to "transform homeless services into crisis response systems" that prevent homelessness when possible and quickly respond to homelessness when it occurs. HUD's newly established system performance measures call for each community to monitor the performance of their entire homeless crisis response system (and thus the programs that comprise it) on factors including:

- Number of new entries to homelessness;
- Rates at which people leave the system to permanent housing;
- Time that people spend being homeless;
- Frequency of subsequent returns to homeless.

To be effective, the Housing Crisis Resolution System must provide an appropriate response to everyone who needs it, especially those with the greatest needs. It must not screen out from assistance anyone experiencing literal homelessness – that is, living outside, on the streets, or in shelter. This also means limited system resources must not be used to serve people who would be more appropriately served elsewhere. In other words, the system must target and prioritize.

In a Housing Crisis Resolution System (HCRS), all of the parts of the system work together toward a common goal. Every actor in the system, regardless of the role they play, views each person who is literally homeless as someone with a housing need that can be addressed within 30 days. There are no people who are not "housing ready." When a person becomes homeless, a system is in place to figure out where they can live and provide the appropriate amount of assistance to help them re-enter housing. Data systems are used to continuously collect and analyze information regarding who remains housed and who does not. If patterns emerge, these are analyzed and adjustments are made accordingly.

3. Elements of a Housing Crisis Resolution System

A Housing Crisis Resolution System has three main components:

1. SYSTEM ENTRY - COORDINATED ENTRY AND DIVERSION: AN HCRS MUST HAVE A COORDINATED ENTRY SYSTEM (CES) DESIGNED TO STREAMLINE ACCESS INTO HOUSING FOR PEOPLE WHO DO NOT HAVE A PLACE TO LIVE. AN EFFECTIVE CES:

- Includes intensive outreach and engagement with people who are unsheltered and do not seek help from the Housing Crisis Resolution System.
- Screens people who approach the front door of the HCRS to identify those who are literally homeless and those who are not.
- Integrates a robust diversion approach at each entry point, so that when people first approach the system, the initial intervention is to problem solve to arrive at a no-cost or low-cost solution to their housing crisis.
- Uses standardized tools and processes to assess housing needs and match people to the most appropriate and least intensive intervention possible.
- Prioritizes people who have the highest housing barriers for assistance from the HCRS.

2. SHELTER AND OTHER INTERIM FORMS OF HOUSING: IN AN HCRS, SHELTERS ARE WHERE PEOPLE GO TO GET HOUSED. AN EFFECTIVE SHELTER AND INTERIM HOUSING COMPONENT:

- Includes a robust diversion approach, so that shelter capacity is preserved for people who have no other place they can safely go.
- Provides people with a safe place to stay while they resolve their housing crisis.
- Has minimal barriers to access and program participation requirements.
- Offers all shelter residents help devising and executing a plan to secure housing quickly, and provides access to trained and knowledgeable housing locators or housing specialists.
- Offers other crisis services and connections to other service systems, but the main focus is on helping residents secure housing.

3. SYSTEM EXITS – HOUSING INTERVENTIONS: AN HCRS HAS AN ARRAY OF INTERVENTIONS AVAILABLE TO HELP PEOPLE EXIT FROM LITERAL HOMELESSNESS OR A SHELTER STAY INTO A SAFE AND PERMANENT HOUSING SITUATION. THESE SHOULD INCLUDE:

- Rapid Re-Housing: Data suggests that the vast majority of homeless people can exit homelessness through rapid re-housing: a combination of problem solving, expert housing location and stabilization services, and in many cases, short term or medium term rental assistance. Like diversion, rapid re-housing is a major component of the HCRS – not a standalone "program." A progressive engagement approach is used so that people do not receive more assistance than they need to end their homelessness. An HCRS should offer rapid re-housing for all population types (families, single adults, youth, etc.) and have minimal barriers to participation.
- Permanent Supportive Housing (PSH): PSH is reserved for those chronically homeless people who have very high service needs and high levels of functional impairment. In an HCRS, new and turnover PSH units are targeted to this population and operated using a housing first approach. Chronically homeless people are screened in, not out, and there are low barriers to entry.

Underlying the idea of a Housing Crisis Resolution System is the philosophy of Housing First. A Housing First orientation means that the system is organized around helping people who do not have housing to first secure a safe and stable place to live, without preconditions, which they can use as the foundation to address other needs. In a system organized around Housing First principles, programs have low barriers to entry and do not require clients to first become sober, agree to treatment, or otherwise participate in services as a condition of receiving housing. Services in the system are focused on doing what it takes to rapidly secure housing for each client, with linkages and connections to mainstream systems in order to address other service needs (e.g. employment, health, behavioral health). Housing First "is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life."

IV. Environmental Scan: Local Strengths, Opportunities and Challenges

This sections summarizes Focus Strategies' analysis of San Mateo County's current approach to addressing homelessness, which include the county's strengths, challenges, and opportunities. It incorporates results of the system and program performance assessment, interviews with key stakeholders, discussion with the Learning Collaborative and conversations with the County's leadership team.

A. System Strengths: Leadership, Collaboration and Resources

Committed Leadership: The County has the benefit of very strong commitment from the elected leadership to make greater progress towards ending homelessness. There has been a long-standing commitment to investing local funds to address this problem, as reflected in the development of the HOPE Plan in 2006 and investment in strategies such as the Homeless Outreach Teams, motel voucher program, new permanent supportive housing units, and many other initiatives. Given the increasingly difficult housing market conditions in the community, the Board of Supervisors has continued to take a great interest in the problem and has affirmed a commitment to making changes that will make the community's response even more effective. At the same time, the County-level Department heads are also all on board with undertaking the difficult work needed to shift the system to do things differently, and have been meeting regularly to identify ways to better coordinate and align resources towards a common goal of reducing homelessness. HSA has invested in an upgraded HMIS system and is working with other County systems to further understand the needs of homeless individuals who most frequently utilize county services and who need the greatest support to secure stable housing.

Strong History of Collaboration: San Mateo County non-profit and governmental agencies have excellent collaborative relationships and a willingness to work together collectively to improve service delivery for homeless people. There is a collaborative approach to problem solving in which all stakeholders have an ability to contribute in the decision-making process.

Availability of Resources: San Mateo County is fortunate in that it is relatively resource rich. Currently, there are several major funding streams that can be leveraged and aligned to support a system re-design effort, including Measure A funds that have been earmarked for housing and homeless activities. The Department of Housing also has a supply of permanent housing tenant-based subsidies (Housing Choice Vouchers and Shelter Plus Care) that, if paired more effectively with mainstream services dollars such as Health (Medi-Cal/Health Plan) and Behavioral Health resources, can provide an avenue to expand housing opportunities for chronically homeless people.

Programmatic Building Blocks: The community already has in place the main building blocks for a Housing Crisis Resolution System:

- System Entries: The Core Service Agencies and the Homeless Outreach Teams (HOT) currently serve as the main front doors into homeless services and present a framework within which to develop coordinated entry and diversion.
- Interim Housing: The existing emergency shelters and transitional housing programs to a large degree have already embraced the concept of short lengths of stay and providing housing-focused services with the goal of maximizing exits to permanent housing.
- Exits: The supply of rapid re-housing and permanent supportive housing has been steadily increasing. Rapid re-housing is a relatively new model in the community that is currently still relatively small in scale, but growing. The Housing Authority recently received a new bonus CoC grant for 34 new permanent housing vouchers targeted to the highest need chronically homeless households, and efforts are already underway to implement strategies to ensure these resources are targeted to those who are the hardest to house.

The building blocks are in place for San Mateo County to create an effective Housing Crisis Resolution System. This plan sets out the roadmap that will help the community turn the curve from having a collection of homeless programs to a system that ends homelessness.

B. System Challenges

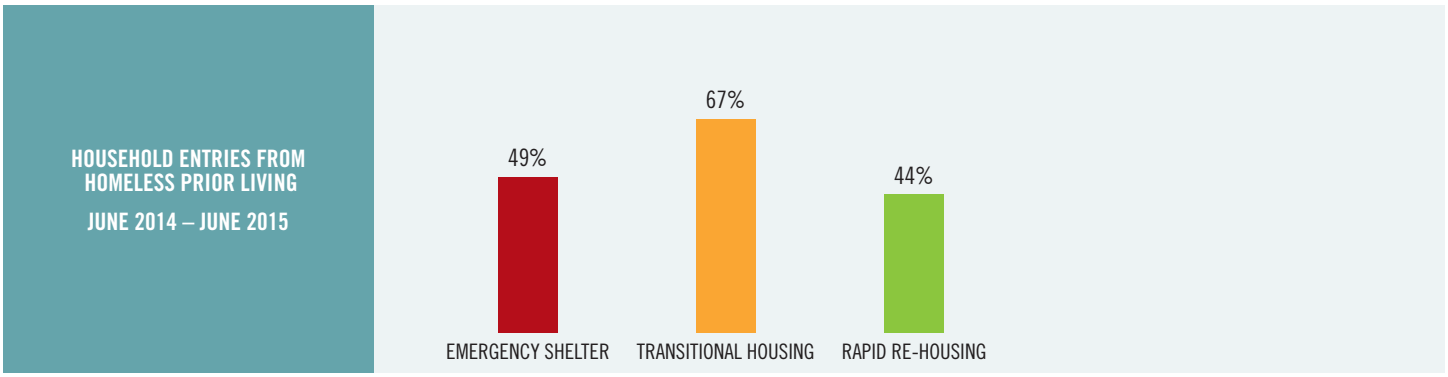
Focus Strategies has identified three key areas where the existing system is not performing as effectively as it could and that will need to be addressed moving forward.

1. Need for Greater Targeting and Prioritization of Unsheltered Individuals and Families

Elected leadership has made strong commitment that no San Mateo County families with young children will be unsheltered (living outdoors or in vehicles), which has resulted in there being very few unsheltered families in the community. Most families in the community experiencing housing crises

are able to access shelter or transitional housing. However, unsheltered homelessness among single adults continues to be an ongoing challenge in San Mateo County, with an estimated 649 unsheltered single adults counted in the last point-in-time count. Due to the County's priorities around families with children, there have been significant resources focused on services to prevent and address family homelessness. In the existing system, proportionally more resources are invested for serving families with children who are homeless or at-risk of homelessness than for single adults. While single adults make up the majority of homeless people in the community, there are drastically fewer avenues into housing for this population than families. To make progress in reducing homelessness, there need to be proportionally greater resources for single adults, while maintaining the commitment to families and ending family homelessness.

In addition to the lack of targeted assistance for single adults, there are also challenges relating to program access in both family and adult programs. Focus Strategies analyzed the prior living situation of people entering shelters, transitional housing, and rapid re-housing programs and found that significant numbers of people were not actually unsheltered upon entry. While programs may be allowed by their funders to serve people who are living in other situations (for example, people who are housed but at risk of homelessness), successfully reducing homelessness depends on communities prioritizing those with the highest needs for available units, particularly people who are unsheltered. The table below shows the percentage of people entering programs from homeless situations.



Focus Strategies also found a similar pattern in an analysis conducted of the County's Motel Voucher Program, which provides short term assistance for families with young children to stay in motel rooms when no shelter beds are available. In looking at the prior entry location data, Focus Strategies determined that many of these families were not actually unsheltered at the time of entry into the MVP.

During the community input process, stakeholders also expressed they would like to see greater prioritization based on housing need/vulnerability. There was also an interest in working to remove barriers to program entry, such as rules related to use of substances or "banned" lists. The CoC Steering Committee is convening a Housing First working group that will be exploring how to maximize access to shelter and housing programs for clients who have high barriers to securing stable housing.

During the community input process, stakeholders also discussed two other key mechanisms for improved targeting and prioritization: coordinated entry and shelter diversion.

- A Coordinated Entry System (CES) is a community-wide, standardized approach that governs access into homeless services and housing. A CES can use a single entry point or multiple coordinated entry points, but in either case all people who contact the system in search of homelessness assistance receive a standardized screening and assessment. There is also a standardized and community-wide policy that determine how people are referred to housing programs, ensuring that people are matched to available interventions based on their level of need and priority for assistance. A high quality CES is an essential system element that ensures that people who are unsheltered and those with highest vulnerabilities have priority access to assistance. The San Mateo County Housing Authority is piloting the use of a standardized assessment tool (the VI-SPDAT) to coordinate entry into its newest PSH program. Results from this pilot will help inform the design of coordinated entry.
- Shelter diversion typically is conducted in conjunction with coordinated entry. While people with high needs are prioritized for assistance, people who are still housed but at-risk of homelessness and those who have lower barriers to securing stable housing are "diverted" from entering the homeless system. Generally, this intervention is targeted to households that do not have their own rental unit but are living informally with friends or family or in a motel. Shelter diversion programs provide problem solving, mediation, and small amounts of flexible financial assistance to help "divert" these households from entering shelter by helping maintain their current housing or identifying alternative housing options. The purpose of diversion is to

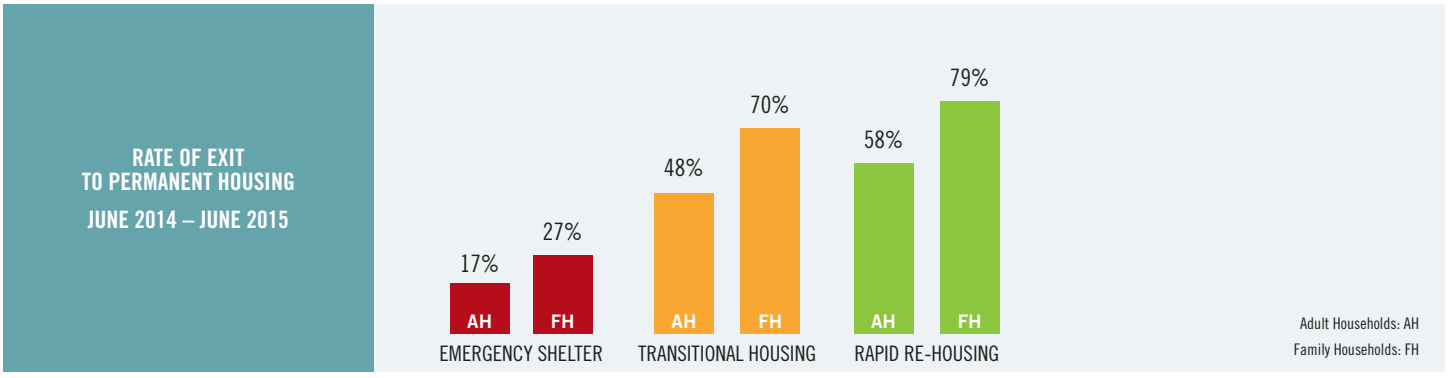
prevent unnecessary entries into emergency shelter, thus freeing up capacity in the shelter system for those who are unsheltered or have no other place to go. Diversion differs from traditional homelessness prevention, which generally provides assistance with back rent for those who are living in their own rental unit and facing a potential eviction. While traditional prevention programs may be effective at preventing evictions, data suggests that few of the households assisted would ever enter the shelter system even if they did not receive prevention help.

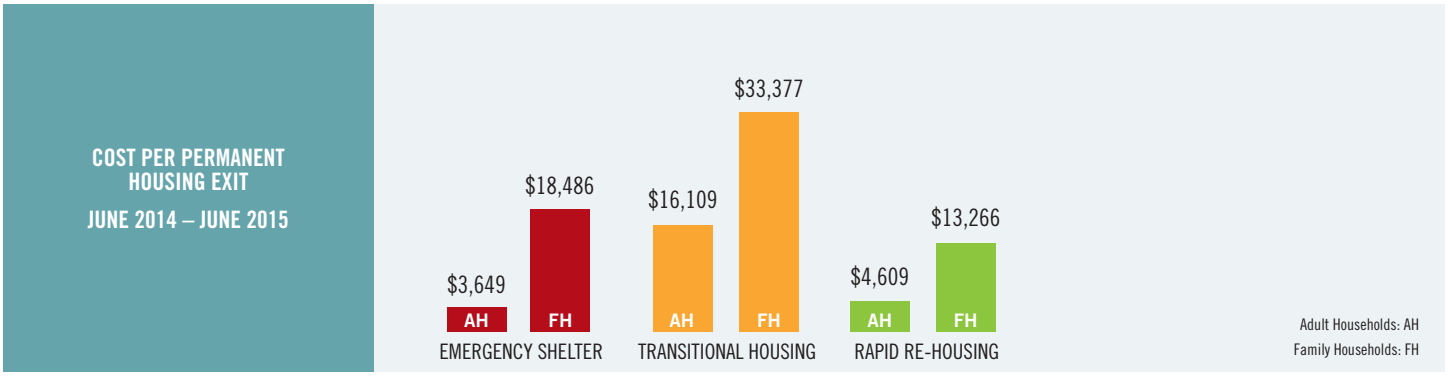
2. Existing System Is Not Right Sized to Speed Movement from Homelessness to Housing

Another key challenge for San Mateo County is that the existing inventory of short-term housing interventions is not "right sized" to help people move from homelessness to housing as rapidly as possible. As part of the performance analysis, Focus Strategies calculated several measures that help illustrate how effectively the system helps individuals experiencing homelessness resolve their housing crisis. These included the bed utilization rate, length of stay in programs, the rate at which people existed programs into housing, and the cost per permanent housing exit.

The findings shows that San Mateo County has many high quality emergency shelter and transitional housing programs that, as a whole, have relatively short lengths of stay. However, relatively few people actually exit these programs into permanent housing and in many cases the cost per permanent housing exit is very high. At the same time, the performance data analyzed demonstrated that the existing rapid re-housing programs had higher rates of people exiting to permanent housing at a much lower cost. Yet, rapid re-housing is only a small portion of the overall inventory of interventions.

The table below shows the rate of exit to permanent housing and cost per permanent housing exit for all programs analyzed. For the purpose of this measure, "permanent housing" includes any housed situation that is not time-limited, such as a market rate apartment, a subsidized housing unit, shared housing with a roommate, or staying with family and friends (as long as the arrangement is not temporary). Currently, the system is designed to have clients progress from shelter to transitional housing, rather than exiting directly from shelter to housing which partially explains the low rate of exit from shelter to permanent housing.





The data analysis strongly suggests that San Mateo County can make much quicker progress in reducing homelessness by investing in rapid re-housing. Targeting this intervention to people living in emergency shelter will help increase their rate of exit to permanent housing and quicken the flow of households through the system.

During the Learning Collaborative meetings, stakeholders had an opportunity to learn more about the rapid re-housing model and discuss their views about the opportunities and challenges of brining this intervention to scale in San Mateo County. There was cautiously optimism about this approach. A main concern involved the limited availability of rental units in San Mateo County that may be affordable for rapid re-housing clients. There was also discomfort with the idea that people offered rapid re-housing assistance might have to relocate out of the county in order to make use of the assistance offered, due to the extremely difficult housing market. At the same time, stakeholders recognize need to find strategies to improve the system's ability to help people move from shelter into housing and exit a cycle of homelessness.

Another right sizing consideration for San Mateo County is that the federal funders of the system (including HUD, the VA, and H&HS) have begun dis-investing in transitional housing, due to its higher costs and relatively less effective performance compared to rapid re-housing. Given that there are a number of federally funded transitional housing programs in the system, the community will have to develop a plan to adjust to new federal funding priorities. During the stakeholder input process, there was agreement that some of the existing transitional housing already has many features of emergency shelters, thus converting those beds to emergency shelter appears to be an important strategy to pursue.

3. Expanding Permanent Housing Options in a High Cost Rental Market

To ensure housing interventions are available to all homeless people who need them, San Mateo County will need to expand access to both rapid re-housing and permanent supportive housing for homeless people, particularly those with high service needs and housing barriers. To accomplish this goal will be challenging, given the high costs of rental housing in the community. During the community input process, stakeholders were unanimous in their concerns about the usefulness of expanding rental subsidies in the current market environment, where many existing voucher holders already cannot secure units. There notion of using subsidies to help families relocate to communities outside of San Mateo County where housing is cheaper brought up significant concerns, including the implications for diversity and racial justice, the lack of services in outlying communities, and vulnerable households having to leave communities where their support systems reside.

Experience from other communities suggests that this problem can be mitigated through expending system resources on staff who are dedicated to cultivating relationships with landlords and helping clients in searching for and securing housing. Some providers in the community have already developed some of this expertise in-house, but it is fragmented and not available to all clients. A community-wide landlord outreach/liaison or housing navigator program would be a more effective solution, also allowing for these resources to be accessed in a fair and transparent manner and used to best target help to those who need it most. The County has started a pilot effort to address the housing market and location issues by contracting with Abode Services to conduct landlord outreach and housing navigation – targeting current voucher holders who need help securing units. Results of these efforts are not yet known, but will be evaluated to determine whether this strategy is effective and whether modifications to this approach are needed.

Focus Strategies also identified some additional challenges relating specifically to permanent supportive housing. San Mateo County has a large number of chronically homeless single adults, yet only about 29% of the people currently being served in permanent supportive housing are chronically homeless. The CoC recently adopted a policy to prioritize units for people who are chronically homeless as units turn over. However, the existing supply of units (particularly Shelter Plus Care) is difficult to access for chronically homeless people who have been living outdoors the longest and have the most intensive service needs. These clients are very challenging to engage into housing, so there is a need for additional system capacity to provide assistance along the way. The HOT teams have begun conducting outreach to this population, working to obtain documentation needed for permanent supportive housing applications, and more consistently working to develop a housing plan with each person. As part of its new PSH program (SP16), the Housing Authority is also piloting a program that provides dedicated case management staff employed by MHA to support clients during the process of transitioning from homelessness to housing. Additionally, the Abode Services contract will provided dedicated housing search assistance. Some additional work is needed to identify ways to better align mainstream services (health, behavioral health) to ensure that these clients have an ongoing source of supportive services once they become housed.

Another option to further expand the number of chronically homeless accessing permanent supportive housing is to implement a "move on" strategy, an approach discussed during the Learning Collaborative meetings that received a positive response from stakeholders. Moving on programs target existing tenants in permanent supportive housing who are stable and require only minimal supportive services. These tenants are assisted to transition to a mainstream rent subsidy (typically the Housing Choice Voucher program) or an affordable housing unit, which frees up their subsidy for someone who is chronically homeless and needs the intensive services and long-term subsidies offered in permanent supportive housing.

V. Strategic Plan: Goals, Strategies and Desired Results

Based on the community input process and data analysis summarized above, San Mateo County has developed the following approach to end homelessness in San Mateo County by 2020. The premise of the new Strategic Plan to End Homelessness by 2020 is to create a unified system, invest in best practices, and reorient the current homeless system towards housing crisis response. The new plan addresses homelessness as a housing crisis and sets the path to develop a systematic approach targeted at helping people maintain their housing, returning unsheltered homeless people to housing as quickly as possible, and prioritizing existing system capacity for those who face the highest barriers and longest history of homelessness.

The plan is organized around five key goals:

Goal 1: Create a Housing Crisis Resolution System to End Homelessness in San Mateo County By 2020

The overarching goal of the plan is to transition from a collection of homeless programs to a system that ends homelessness, in which all people experiencing homelessness in San Mateo County are able to rapidly return to housing. The objective is to reach "functionally zero" homelessness in the community by 2020. Functional zero means there is a system in place to ensure all households experiencing homelessness are offered immediate shelter and rapid access to permanent housing.

To accomplish this goal, San Mateo County will adopt several inter-related strategies:

a. Transforming the existing set of programs into a housing crisis resolution system. Planning and governance bodies will orient their work with a focus on performance, accountability, and continuous quality improvement in the service of reaching a functional end of homelessness by 2020.

b. Shifting the county-wide system to a Housing First approach in which all people are "housing ready" and the system is charged with identifying a housing solution for each individual or family experiencing homelessness. Providers will receive training to support learning and capacity building to implement Housing First practices; Housing First will be integrated into County policies.

c. Developing and implementing a robust shelter diversion Program to prevent households from entering shelter who have other housing options and help them move directly to alternative housing. This strategy is designed to decrease the numbers of housed people who enter shelter and ensure there are beds available for people who are unsheltered and have nowhere to go.

d. Developing and implementing a Coordinated Entry System (CES) providing a clear and standardized entry way into the Housing Crisis Resolution System. Building upon the existing coordinated access processes already taking place through the Core Service Agencies and Homeless Outreach Teams (HOT), there will be will be multiple, coordinated access points throughout the county, all using a standardized screening, triage, assessment, and prioritization process and tools. These entry points will be designed to ensure that households with lower housing barriers and those that are still housed are diverted from entering the homeless system, while those with long histories of homelessness and high barriers are prioritized for assistance. CES will reduce the need for clients to go through duplicative assessment processes and ensure a better match between client need and services/housing offered.

e. Right-Sizing Interim Housing Programs. There will be a phased process over two to five years to right size the inventory of shelter, transitional housing, and rapid re-housing beds to ensure it aligns with population needs (single adults, families, youth) and that it is optimally sized and structured to ensure rapid exit from homelessness to permanent housing. Shelter will be available for any individual or family that has fallen into homelessness.

f. Expanding rapid re-housing capacity. Local, state and federal resources will be leveraged to significantly expand the availability of rapid re-housing assistance for single adults and families with children. All rapid re-housing programs will be aligned with a set of consistent policies and standards based on evidence and best practices, and will be available to households who have high housing barriers.

g. Maximizing Permanent Supportive Housing programs. Expanded capacity in permanent supportive housing will be created by maximizing existing voucher capacity. Housing locator services and landlord outreach will be implemented, and the effectiveness of this approach evaluated to determine if it is successful in increasing the number of units available to voucher holders. To ensure permanent supportive housing is accessible to chronically homeless people, attention will given to ensuring the effectiveness of outreach, engagement, case management and ongoing service, and ensuring health and behavioral health funding is aligned with housing resources to maximize tenant access to needed services. The Housing Authority will explore implementing a "moving on" strategy to free up permanent supportive housing vouchers and units.

h. Using Data for Continuous Quality Improvement. To ensure HSA has the ability to analyze the results of its investments to end homelessness, the Clarity HMIS system will be used to track system performance and implement coordinated entry. Regular program performance monitoring and a quality improvement process will be implemented. HSA will shift to performance based contracting for all homeless system providers.

Goal 2: End Veteran Homelessness by 2017

San Mateo County will take additional steps to end veteran homelessness, in keeping with the federal goal of "functional zero" for veterans by 2017. To accomplish this goal, HSA will expand staffing to coordinate initiatives for homeless veterans. This will include developing a "by name" registry of homeless veterans in San Mateo County and prioritizing veterans for access to available housing assistance.

Goal 3: End Family Homelessness by 2020

To align with the Board of Supervisors priority that no family will be unsheltered in San Mateo County, HSA will oversee the re-design of existing interim housing programs for homeless families (motel vouchers, shelter, transitional housing) to ensure that unsheltered families are identified and have priority access to assistance. Shelter diversion will be implemented for those who are still housed; rapid re-housing assistance will be targeted to unsheltered and high need families.

Goal 4: End Youth Homelessness by 2020

To ensure that the Housing Crisis Resolution System is responsive to the needs of homeless youth, San Mateo County will prioritize homeless youth, including former foster youth through the Coordinated Entry System. HSA and DOH will explore strategies to fully use existing voucher capacity in the FUP program and support new housing opportunities for youth. HSA will also coordinate with foster youth services to ensure available mainstream resources are aligned with goal of homeless crisis response.

Goal 5: Individuals Exiting Institutions Will Not Discharge Into Homelessness

No one in San Mateo County should be discharged from an institution into homelessness. HSA will continue to work collaboratively with system partners (foster care, hospitals, treatment programs, jail) to integrate the Housing Crisis Resolution system into discharge policies and protocols so that clients leaving these systems have assistance to identify housing solutions and enter shelter only as a last resort. All individuals exiting an institution will have access to interim housing if needed and a permanent housing plan prior to discharge. This will include coordination with discharge units to support reunification with the client's home community and expansion or repurposing of dedicated interim housing for clients exiting institutions.

The following table provides additional details on these goals, strategies, action steps and desired results. A Year One Implementation Plan, including a specific action plan and measurable objectives, is being developed.

1. CREATE SYSTEM TO END HOMELESSNESS IN SAN MATEO COUNTY		
STRATEGY	**ACTION STEPS**	**DESIRED OUTCOME**
Shift County System to a Housing First Approach	Create a Housing First Workgroup with providers to support system-wide learning and capacity building Integrate Housing First principles into all components of the system, County policies and funding priorities. Programs lower barriers to entry and re-tool services to speed exit to permanent housing	Homeless households are understood to be "housing ready" The system is oriented to helping all unsheltered people return to housing as quickly as possible, with appropriate services provided to sustain housing
Transform existing set of programs into a housing crisis resolution system	Implement County governance structure focused on performance, accountability, and continuous quality improvement	Reach functional zero by 2020; any homeless individual or family who enters through the new Coordinated Entry System will be offered interim housing and quick access to permanent housing
Develop and implement a robust shelter diversion program to prevent households from entering shelter who have other housing options and help them retain housing or move directly to alternative housing.	Diversion training (starting March 2016) Release RFP - Target Date June 2016	Decrease in percentage of housed people entering shelter Decreased demand on motel voucher program Increase capacity of shelter programs to serve unsheltered people who have no other housing options
Develop and implement a Coordinated Entry System (CES) for Homeless Services to help identify and prioritize households with highest needs for assistance	Release RFP for Contractor or Hire County staff - Target date June 2016 System features to include: multiple coordinated access points; standardized screening, triage, assessment, prioritization process and tools; generate centralized process to match households to shelter and housing	Increase in percentage of unsheltered people who enter shelter and housing programs Reduction in duplicative assessment and screening processes Better match between client need and services/housing offered
Right-Size Interim Housing Programs	Implement phased process over 2 to 5 years to right-size bed inventory of emergency shelter and transitional housing; align with population needs (single adults, families, youth); ensure rapid exit to permanent housing	System has capacity to provide shelter to more unsheltered households and speed their exit to permanent housing
A. Expand Rapid Re-Housing Capacity	Release RFP for RRH - Target date May 2016 Align new and existing RRH programs to consistent policies and standards based on best practices	Expand availability of housing assistance for unsheltered families and single adults Decrease length of time households are homeless and speed entry into housing
B. Maximize Permanent Supportive Housing Programs	Evaluate effectiveness of housing locator services, expand if needed Improve access to permanent supportive housing for chronically homeless people (outreach, engagement, case management, document readiness) Align housing, health and behavioral health funding to ensure permanent supportive housing tenants have access to needed services; Increase supply of permanent supportive housing Explore "moving on" strategy to free up permanent supportive housing vouchers and units	Decrease in number of chronically homeless people Increase in percentage of high need chronically homeless households entering permanent supportive housing
C. Use Data for Continuous Quality Improvement	Use Clarity to track system performance; implement CES Continue expanding provider participation in Clarity Secure ongoing technical assistance/training for new system, release RFP for provider Implement regular program performance monitoring and quality improvement process Shift to performance based contracting	County analyzes results of its investments to end homelessness and uses results to achieve greatest possible reduction in homelessness year over year

2. END VETERAN HOMELESSNESS BY 2017

STRATEGY	ACTION STEPS	DESIRED OUTCOME
Create and implement optimal structure and process to end veteran homelessness	Hire Contractor or Extra Help staff Develop "by name" registry of homeless veterans in San Mateo County Prioritize veterans for access to available housing assistance Ensure case management for homeless veterans is focused on housing	Number of homeless veterans is "functionally zero" by 2017

3. END FAMILY HOMELESSNESS BY 2020

STRATEGY	ACTION STEPS	DESIRED OUTCOME
Redesign existing interim housing programs for homeless families	Implement shelter diversion Target rapid re-housing assistance to unsheltered and high need families May expand housing locator pilot and case management services Redesign motel voucher program Explore micro-housing for families	Number of homeless families is "functionally zero" by 2020

4. END YOUTH HOMELESSNESS BY 2020

STRATEGY	ACTION STEPS	DESIRED OUTCOME
Prioritize homeless youth, including former foster youth, through the Coordinated Entry System	Better assess rate of homelessness among youth/former foster youth (after age 21) Fully utilize existing voucher capacity and support new housing opportunities for youth Coordinate with foster youth system to ensure available mainstream resources are aligned with goal of housing crisis response	Number of homeless youth is "functionally zero" by 2020

5. INDIVIDUALS EXITING INSTITUTIONS WILL NOT DISCHARGE INTO HOMELESSNESS

STRATEGY	ACTION STEPS	DESIRED OUTCOME
Align housing crisis system with institutions (foster care, jails, hospitals, treatment programs) to ensure that homeless people have interim housing and a permanent housing plan prior to discharge	Coordinate with Discharge Units to support reunification with home community Through Housing Our Clients workgroup, develop comprehensive list of needs; use to prioritize expansion of/ repurposing of dedicated interim housing	No clients are discharged from institutions to unsheltered homelessness Clients discharged enter shelter only as destination of last resort Increase in clients exiting institutions directly to housing

Appendix



Appendix A: Glossary of Terms and Concepts

CalWORKs – California Work Opportunity and Responsibility to Kids. California's implementation of the federal Temporary Assistance for Needy Families (TANF, formerly known as "welfare"). Eligible households with minor children may receive cash aid and other forms of assistance through the CalWORKs program.

CoC – Continuum of Care. A federal grant program for targeted homeless activities, including transitional housing, rapid re-housing and permanent supportive housing. Administered locally by a non-profit or governmental lead agency and overseen by CoC governing body or board. In San Mateo County, HSA is the lead agency and the CoC Steering Committee is the CoC governing body. A Continuum of Care (CoC) also refers to the overall system of shelter, housing and services available in a community to assist homeless people.

ESG – Emergency Solutions Grant. A federal block grant program for targeted homeless activities, including outreach to homeless people, emergency shelter operations and rapid re-housing. Awarded by HUD to cities and counties on a formula basis. San Mateo County receives a direct ESG funding allocation that is administered by the Department of Housing (DOH). The CoC and HSA work in close collaboration with DOH to determine funding priorities and evaluate the performance of ESG-funded projects.

HCV – Housing Choice Voucher. Otherwise known as the Section 8 Program, the HCV Program is a federal housing assistance program overseen by the U.S. Department of Housing and Urban Development (HUD), providing tenant-based rental assistance to eligible households. The household generally pays 30%-40% of their monthly income towards rent and through a Housing Assistance Payment contract with the owner, the Housing Authority pays a rental subsidy directly to the owner for the remaining monthly rent portion. In San Mateo County, the HCV program is operated by the Housing Authority of San Mateo County (HACSM). The Housing Authority has a Moving-to-Work (MTW) Agreement with HUD which allows it to develop policies that are outside the limitations of certain HUD regulations and provides flexibility in how the HCV program is administered. The three major goals for the MTW program are implementing program efficiencies that result in Federal cost savings, promoting activities and services that increase the economic self-sufficiency of program participants, and expanding housing options that lead to greater housing choice.

HMIS – Homeless Management Information System. HUD requires that all communities receiving CoC funding must establish a dedicated database system to collect and analyze data on homeless people in the community, what housing and services they access, and the results of the assistance they receive. In San Mateo County the HMIS is managed by HSA, with oversight from the CoC Steering Committee.

Household. A person or group of people who live together in a dwelling unit. In the affordable housing field, a household refers to the group of people who occupy a housing unit. In the homelessness field, a "homeless household" refers to a single person or group of people who are staying together in the same location and, if housed, would occupy a housing unit. A homeless household can consist of a single homeless adult, two or more homeless adults, or a group including at least one adult and at least one minor child (also known as a "homeless family").

Housing First. Housing First is an approach to ending homelessness that centers on providing people experiencing homelessness with housing as quickly as possible – and then providing services as needed. Housing First programs:

- Focus on helping individuals and families access and sustain permanent rental housing as quickly as possible without time limits;
- Provide services to promote housing stability and individual well-being on a voluntary and as-needed basis;
- Do not require that clients agree to participate in services or become clean and sober as a condition of occupancy;
- Adopt a "low barriers" approach to screening such that there are minimal entry requirements (e.g. no sobriety requirements, minimum income requirements, service participation requirements, etc.)

HUD – Department of Housing and Urban Development. The federal department responsible for housing and community development policy and funding.

Low Barriers. See "Housing First."

PIT – Point in Time Count. HUD requires every CoC to conduct a point in time count of homeless people a minimum of once every two years.

PSH – Permanent Supportive Housing. Subsidized rental housing without time limits and with intensive supportive services offered on-site to assist tenants to maintain housing and meet their desired goals. In PSH, services are offered on a voluntary basis. Clients are not required to participate in services as a condition of being housed, but services are offered to them through a process of engagement. PSH is designed to house those individuals with the greatest housing barriers and highest service needs – typically people who have severe and persistent mental illness or other disabilities and who have long histories of homelessness.

RRH – Rapid Re-Housing. A program model that assists individuals and families who are homeless move quickly into permanent housing, usually to housing in the private market. It does so by offering time-limited, targeted services and short-term rental assistance to help participants make the move from homelessness to housing.

TH – Transitional Housing. A program model, sometimes known as transitional shelter, that provides clients with a shared or private housing unit for a time limited period, usually between 6 and 24 months, during which the client receives supportive services to help with the transition to permanent housing.

USICH – United States Interagency Council on Homelessness. A federal policy body tasked with coordinating the Federal response to homelessness. USICH includes representation from 19 Federal member agencies, including HUD, HHS, and the VA. In 2010, USICH published Opening Doors, the Federal Strategic Plan to Prevent and End Homelessness. USICH is one of major policy setting entities at the federal level.

VA – Veterans Administration. The federal cabinet agency tasked with addressing veterans affairs.

Appendix B: List of Stakeholders Who Participated in Community Input Process

1. Stakeholder Interviews

The following individuals participating in interviews with Focus Strategies.

DATE	STAKEHOLDER/LEADER	ORGANIZATION	ROLE
9/14/15	Supervisor Carole Groom	San Mateo County Board of Supervisors	Supervisor
9/10/15	Supervisor Warren Slocum	San Mateo County Board of Supervisors	Supervisor
9/3/15	Supervisor Don Horsley	San Mateo County Board of Supervisors	Supervisor
9/17/15	Supervisor Adrienne Tissier	San Mateo County Board of Supervisors	Supervisor
9/25/15	Supervisor Dave Pine	San Mateo County Board of Supervisors	Supervisor
7/30/15	Iliana Rodriguez	San Mateo County Human Services Agency	Agency Director
7/30/15	Bill Lowell	San Mateo County Department of Housing	Director
7/30/15	Reyna Farrales	San Mateo County Manager's Office	Deputy County Manager
8/28/15	Peggy Jensen	San Mateo County Manager's Office	Deputy County Manager
8/28/15	Michael Callagy	San Mateo County Manager's Office	Deputy County Manager
9/11/15	Louise Rogers	San Mateo County Health System	Chief
8/20/15	Teri Chin	City of Redwood City Fair Oaks Community Center	Manager
10/8/15	Kerry Lobel	Puente de la Costa Sur	Executive Director
10/22/15	Bruce Ives Marc Sabin Brian Greenberg	LifeMoves (formerly InnVision Shelter Network)	Chief Executive Officer Senior Director Vice President of Programs and Services
8/25/15	Melissa Platte	Mental Health Association	Executive Director
9/2/15	Bart Charlow Laura Bent	Samaritan House	Chief Executive Officer Chief Operating Officer
8/20/15	Manuel Santamaria Palak M. Joshi Rafael Morales	Silicon Valley Community Foundation	Vice President Philanthropy Advisor Program Officer
8/25/15	Magda Gonzalez	City of Half Moon Bay	City Manager

All interviews were conducted by Megan Kurteff Schatz, Principal, Focus Strategies.

2. Learning Collaborative Participants

The following individuals participated in some or all of the five Learning Collaborative meetings.

NAME	ORGANIZATION	DATES ATTENDED
Rosa Acosta	City of South San Francisco	10/29, 11/30
Norman Aleman	Human Services Agency (HSA)	10/29, 11/30
Laura Bent	Samaritan House	11/30, 01/07
Craig Billman	LifeMoves (formerly InnVision Shelter Network)	1/7
Pat Bohm	Daly City Community Services Center	11/30, 01/07, 01/28
Eric Brown	Samaritan House	11/30
Antoine Brooks	Veterans Resource Center (VRC)	10/29, 11/30, 01/07
Preston Burnes	Health Plan of San Mateo (HPSM)	10/29, 01/07
Mike Callagy	County Manager's Office (CMO)	11/30
Janice Carter	San Mateo County Office of Emergency Services (SMC OES)	10/29, 11/30
Cindy Chan	Department of Housing (DOH)	10/29, 11/30, 01/28
Teri Chin	City of Redwood City / Fair Oaks Community Center	10/29, 11/30, 01/07, 01/28
Meg Clark	Home & Hope	11/30, 01/07
Lisa Collins	St. Vincent de Paul	10/29, 11/30
Michelle Daher	City of East Palo Alto	11/30, 01/07
Maria De Anda	Human Services Agency (HSA)	1/7, 01/28
Sue Digre	City of Pacifica	10/29, 11/30
Diane Dworkin	Behavioral Health & Recovery Services (BHRS)	10/29, 11/30, 01/28
Peter Ehrhorn	StarVista	10/29, 11/30, 01/07, 01/28
Laura Escobar	United Way of the Bay Area (UWBA)	11/30, 01/07, 01/28
Beth Falls	Human Services Agency (HSA)	11/30
Laura Fanucchi	HIP Housing	10/29, 11/30
Reyna Farrales	County Manager's Office (CMO)	1/7
Anita Farrell	Housing Authority of the County of San Mateo (HACSM)	10/29, 11/30
Christine Ferry	Human Services Agency (HSA)	11/30
Gloria Flore-Garcia	El Concilio	11/30
Remy Goldsmith	Silicon Valley Community Foundation (SVCF)	10/29
Magda Gonzalez	City of Half Moon Bay	10/29, 1/7
Brian Greenberg	LifeMoves (formerly InnVision Shelter Network)	10/29, 11/30
Airtra Harbor-Robinson	Next Step Veterans Resource Center	1/28
Marquisa Hawkins	LifeMoves (formerly InnVision Shelter Network)	1/7
Ray Hodges	Department of Housing (DOH)	10/29
Dawn Holley	Daly City CSC	11/30
Peggy Jensen	County Manager's Office (CMO)	11/30
David Johnson	City of San Mateo Police Department	10/29, 01/28
Elizabeth Lam	City of East Palo Alto Police Department	11/30, 01/07, 01/28
Elli Lo	Health Care for the Homeless & Farmworker Health (HCH/FH)	10/29
Susan Manheimer	City of San Mateo Police Department	10/29, 11/30
Cori Manthorne	Community Overcoming Relationship Abuse (CORA)	11/30, 01/07, 01/28
Dr. Faye McNair-Knox	One East Palo Alto	10/29, 11/30
Sara Mitchell	StarVista	10/29
John Munsey	San Mateo Sheriff's Office	11/30
Stacey Murphy	Abode Services	10/29, 11/30
Linda Nguyen	Health Care for the Homeless & Farmworker Health (HCH/FH)	10/29, 11/30, 01/28

NAME	ORGANIZATION	DATES ATTENDED
Mike Otte	San Mateo County Sheriff's Office	11/30
Maya Perkins	Board of Supervisors – Supervisor Slocum's office	1/7
Melissa Platte	Mental Health Association	11/30, 01/07, 01/28
Nicole Pollack	Human Services Agency	11/30
Jennifer Rainwater	Department of Housing	11/30
Danae Ramirez	County Manager's Office (CMO)	10/29, 11/30, 01/07
Anita Rees	Pacifica Resource Center	10/29, 11/30, 01/28
Natali Rodriguez	HIP Housing	1/7
Louise Rogers	Health System	10/29
Sarah Rosendahl	Don Horsley's Office / Board of Supervisors	10/29, 11/30, 1/7
Marc Sabin	LifeMoves (formerly InnVision Shelter Network)	10/29, 11/30, 01/28
David Shearin	Street Life Ministries	10/29
Grace Siliezar	Community Overcoming Relationship Abuse (CORA)	1/28
Fatima Soares	Coastside Hope	10/29, 1/7/16, 01/28
Robert Stebbins	Health Care for the Homeless & Farm Worker Health (HFH/FH)	11/30
Janet Stone	Department of Housing	1/28/2016
Lenelle Suliguin	City of Daly City	10/29, 11/30, 01/07, 01/28
La Trice Taylor	Samaritan House	10/29, 11/30, 01/07, 01/28
Juda Tolmasoff	Board of Supervisors – Supervisor Groom's office	11/30
Randy Torrijos	Board of Supervisors – Supervisor Pine's office	10/29, 11/30, 01/07, 01/28
Allison Ulrich	Ulrich Consulting (VA)	10/29, 11/30
Robert Williamson	LifeMoves (formerly InnVision Shelter Network)	1/7

Appendix C: Summary of Community Input

As part of the process for assisting San Mateo County to develop a new strategic plan to end homelessness by 2020, Focus Strategies gathered input from the community through several distinct processes. This document summarizes the input received from the following sources:

1. Key Stakeholder Interviews
2. Learning Collaborative Meetings
3. Individual Provider Meetings
4. Meetings with project Leadership Team

1. Stakeholder Interviews

Focus Strategies conducted a series of stakeholder interviews between August and October 2015. The 20 interviewees included members of the Board of Supervisors, County Department heads and other executive level staff, City managers, funders and representatives from key housing and service providers. The purpose of these interviews was to learn more about the existing programs and identify opportunities and challenges to creating a system to end homelessness in San Mateo County by 2020. Below is a brief summary of the stakeholder input.

A. Strengths/Opportunities

Committed Leadership. Stakeholders generally agreed that the County has the benefit of very strong commitment from the elected leadership to make greater progress towards ending homelessness. There has been a long-standing commitment to investing local funds to address this problem, as reflected in the development of the HOPE Plan in 2006 and investment in strategies such as the Homeless Outreach Teams, motel voucher program, new permanent supportive housing units, and many other initiatives. The Board of Supervisors has made a particularly strong commitment to ensuring no San Mateo County families with children are unsheltered. Given the increasingly difficult housing market conditions in the community, the Board of Supervisors has taken an even greater interest in the problem and has affirmed a commitment to making changes that will make the community's response even more effective. At the same time, the County-level Department heads are also all on board with undertaking the difficult work needed to shift the system to do things differently, and have been meeting regularly to identify ways to better coordinate and align resources towards a common goal of reducing homelessness.

Strong History of Collaboration. A strong recurring theme in the interviews was that San Mateo County non-profit and governmental agencies have excellent collaborative relationships and a willingness to work together collectively to improve service delivery for homeless people. There is a collaborative approach to problem solving in which all stakeholders have an ability to have a voice in the decision-making process.

Availability of Resources: Some stakeholders noted that San Mateo County is fortunate in that it is relatively resource rich. Currently there are several major funding streams that can be leveraged and aligned to support a system redesign effort, including Measure A funds that have been earmarked for housing and homeless activities. The Department of Housing also has a supply of permanent housing tenant-based subsidies (Housing Choice Vouchers and Shelter Plus Care) that are being paired with mainstream services dollars, such as Health (Medi-Cal/Health Plan) and Behavioral Health resources, to provide housing opportunities for chronically homeless people.

Programmatic Building Blocks: While most stakeholders who were interviewed were not familiar with the concept of a Housing Crisis Resolution System, there were references to many building blocks that are already in place:

- System Entries: The Core Service Agencies and the Homeless Outreach Teams (HOT) currently serve as the main front doors into homeless services and present a framework within which to develop coordinated entry and diversion.
- Interim Housing: The existing emergency shelters and transitional housing programs to a large degree have already embraced the concept of short lengths of stay and providing housing-focused services with the goal of maximizing exits to permanent housing.
- Exits: The supply of rapid re-housing and permanent supportive housing in the community has been steadily increasing. The Housing Authority recently received a new bonus grant for 34 new permanent housing vouchers targeted to the highest need chronically homeless households, and efforts are already underway to implement strategies to ensure these resources are targeted to those who are the hardest to house.

B. Challenges

Housing Market. Stakeholders were unanimous that the single greatest challenge to system redesign in San Mateo County is the incredibly challenging housing market. The latest economic boom and lack of housing production have resulted in historically low vacancy rates and extraordinarily high rents. In this environment, it is even more challenging than ever to recruit landlords to rent to homeless and low income people, resulting in a historically low lease-up rate for tenant-based housing programs. The Housing Authority is facing tremendous difficulty in using all its tenant based voucher authority (HCVs and S+C) simply because households cannot find anyone to rent to them. The high cost of housing in creating increasing levels of housing instability, with more households doubled up and living in substandard conditions and/or with ongoing stressors to pay the rent. In this context, there is a strong impulse to focus on strategies to prevent or address housing instability rather than literal homelessness. The rate of production of affordable housing has increased slightly in recent years, but is not coming close to keeping up with demand. NIMBYism was also noted by several interviewees as a significant obstacle to increasing affordable housing supply.

Skepticism about Rapid Re-Housing. During the interviews there was great skepticism among community leadership and providers about interventions that depend on use of the existing rental market, particularly rapid re-housing. This includes a concern about the difficulty of locating vacant units that are sufficiently affordable that households will be able to sustain the rent after the rent subsidy period ends.

Concerns about Housing First Model. Many of the individuals interviewed spoke about the numbers of chronically homeless, disabled people who are living outdoors and are difficult to engage into drug treatment or emergency shelter and might be better served with direct access to permanent supportive housing. Yet there is also some concern that a Housing First approach is not feasible and will only lead to a cycle of eviction and "burning" of landlords. There were also several respondents who indicated that some providers in the community impose too many barriers to program access and that it can be very difficult for high need clients to access services, shelter or housing.

Social Justice Concerns. Many providers who were interviewed expressed concerns that the high cost rental market is already forcing people who are low income to leave the community to find housing they can afford. And, since these households are disproportionally people of color, there is a related concern about gentrification and loss of diversity. There is a level of discomfort with the idea that strategies to reduce homelessness will inevitably require that some people receive help to re-locate outside of San Mateo County. Yet many interviewees also acknowledged that the homeless system cannot realistically be expected to solve the problem of income inequality and racial disparities.

2. Learning Collaborative Meetings

Focus Strategies facilitated a series of five Learning Collaborative meetings designed to provide information and solicit input from stakeholders about specific strategies for system redesign. Meetings were well attended, typically with between 30 and 40 individuals present. Participants included non-profit agency staff, City staff, County staff and other interested individuals. The meeting topics and summary of input received are described below.

Meeting 1: Introduction to System Performance Measurement (August 26, 2015)

PRESENTATION TOPICS:

- Introduction to housing crisis resolution systems
- Introduction to system performance measurement
- Overview of System-wide Analytics and Projection (SWAP) tools and measures
- How to use system and project performance assessment to improve effectiveness of efforts to end homelessness
- Sample results from other communities

DISCUSSION:

- Stakeholders discussed their views about the pros and cons of becoming more of a housing crisis response system, as opposed to a system that attempts to address poverty more broadly.
- There was discussion about the challenges of securing housing in the current market and the pros and cons of helping families to leave the community to secure more affordable units, in particular how that related to social justice, equity and racial disparities.
- Stakeholders asked questions about the SWAP measures and how they are calculated.

Meeting 2: Shelter Diversion (October 29, 2015)

PRESENTATION TOPICS:

- Review of housing crisis resolution systems
- Presentation of performance data on entries to existing programs from literal homelessness versus housed situations
- Overview of shelter diversion (what it is, how it differs from prevention, elements of diversion, examples from other communities)

DISCUSSION:

- Stakeholders discussed how diversion could work in San Mateo County, using sample case studies of different types of clients.
- There was general consensus that the Core Service Agencies already do a lot of the elements of diversion, but there is interest in making it more standardized and formalized.
- There is a need for staff training to ensure everyone doing diversion has same skill set and access to information about resources; and a need for dedicated staff with time to really do it well.
- Stakeholders felt there would definitely need to be flexible funding as part of the model.
- The group agreed that if appropriately staffed and funded, it can definitely help keep some households from entering shelter.

Meeting 3: Coordinated Entry (November 30, 2015)

PRESENTATION TOPICS:

- Review of housing crisis resolution systems
- Review of performance measures on entries to existing programs from literal homelessness versus housed situations
- Overview of coordinated entry (what it is, key features, why it is important to implement, design considerations and community examples)

DISCUSSION:

- Stakeholders discussed how clients are currently prioritized in the existing set of programs in San Mateo County and the pros and cons of different approaches to prioritization that could yield better results.
- There was agreement that the Cores currently serve as the entry point to much of the homelessness system, however, they are also the doorway into the broader safety net and anti-poverty system, so the design of coordinated entry needs to take into consideration how people will move from the "homeless system"' door into the mainstream services doorway, when those doorways are all at the same agency.
- Currently the single adult system works pretty much on a first come first served basis; families are somewhat prioritized.
- Prioritization of highest need people will be challenging due to the larger number of existing entry points.
- All entry points need to have much better information about available resources in the community.
- Police currently drop people off at shelters, which will be difficult if beds are only accessible through coordinated entry.
- Coordinated entry will need to take into account client choice in relation to geography, particularly for those living on the Coastside.
- Need for real-time data is a high priority.
- Need for a specialized DV doorway was identified; and thought must be given to how veterans will access the system.
- There was general agreement that unsheltered people should be prioritized; some felt that vulnerability assessments should be used to prioritize among the unsheltered people.
- Concerns were shared that if assessment, matching and referral to shelter and housing is centralized it might not be fair and transparent. Who will do this function?

Meeting 4: Interim Housing (January 7, 2016)

PRESENTATION TOPICS:

- Review of housing crisis resolution systems
- Review of performance measures on length of stay, exit rates to permanent housing, returns to homelessness
- Overview of the existing inventory of shelter and transitional housing in San Mateo County
- Presentation: role of emergency shelter in a housing crisis resolution system, features of high performing shelters, role of transitional housing

DISCUSSION:

- Stakeholders discussed ways that emergency shelter and transitional housing could be re-configured to result in shorter lengths of stay and greater rate of exit to permanent housing.
- There was also discussion about the households that are served in interim housing and whether the existing system screens out people with the highest needs.
- A main topic of discussion was about people who are "banned" from shelters and how to ensure those with highest needs are able to access shelter. There were concerns expressed that existing policies and rules relating to who is banned are not clear and consistently applied. Providers agreed to have further discussions with Center on Homelessness staff to address these issues.
- Participants discussed whether high barriers and "zero tolerance" rules result in some homeless people not being willing to go to shelter. There was a desire to have more data on this topic.
- There was also discussion about whether shelter rules, such as chores, make it difficult for higher need clients to stay in shelter. Some felt chores were important to shelter operations and it is important for clients to learn life skills. Others felt shelter should have more minimal requirements.
- Participants considered whether requiring participation in services while in shelter posed a barrier to entry and made shelter stays longer (as clients have to compete service requirements before moving to housing). Some thought that services could be more mobile and help clients after they move to housing, but funding is not available for mobile services.

Meeting 5: System Exits - Rapid Re-Housing and Permanent Supportive Housing (January 28, 2016)

PRESENTATION TOPICS:

- Review of housing crisis resolution systems
- Review of performance measures on cost per permanent housing exit
- Overview of the existing inventory of rapid re-housing and permanent supportive housing in San Mateo County
- Presentation: definition of Housing First, rapid re-housing, permanent supportive housing; overview of the core components of rapid re-housing and permanent supportive housing; progressive engagement; moving-on strategies

DISCUSSION:

- Participants had an opportunity to ask questions about the rapid re-housing model and discussed the opportunities and challenges of scaling up this intervention type in San Mateo County.
- Participants also discussed progressive engagement and whether there are elements of this approach already being used in the existing programs.
- Participants noted that progressive engagement is not well aligned with what Core Service Agencies do, since they work comprehensively with people to assess all their issues across many domains, not just housing, and generally don't take the approach of providing a "light touch" as the initial intervention.
- There was a lot of enthusiasm about the new contract for housing location services, and hope that it will help some people with housing subsidies to secure units.
- Generally participants were cautiously optimistic about rapid re-housing as a strategy, but there were questions raised about the challenge of developing a pipeline of willing landlords and need for creative and intensive engagement and incentives.
- There were many concerns expressed that clients who are rapidly re-housed will not be able to sustain housing over the long term. Participants expressed a desire to ensure strong connections with mainstream service systems so that services "follow the client."

- There was discussion about strategies to assist clients no longer needing intensive services to move from permanent supportive housing to regular affordable housing ("moving on"). There was enthusiasm about this approach, but some caution that before the more stable households leave existing permanent supportive housing units, there needs to a pipeline of higher need, chronically homeless people who meet HUD criteria and are document-ready.

Final Thoughts:

At the end of the meeting, participants were asked to share a hope or a fear about the redesign of the homeless system. Overall, many participants expressed hope that the new approach will yield positive results, particularly that the system will be more focused on housing people, and that there will be a better match between interventions available and what clients need. Others spoke of the positive results from development of collaborative relationships. Some expressed fears that this will be a large culture shift and concern about tackling system transformation in the current difficult rental market.

3. Individual Provider Meetings

As part of the system redesign process, Focus Strategies gathered data from providers to populate the System-Wide Analytics and Projection (SWAP) tool. This included Homeless Management Information System (HMIS) client data and program budgets. Using this data, Focus Strategies generated an analysis of the performance of the overall system, each system component (shelter, transitional housing, rapid re-housing and permanent supportive housing), and each individual program. Focus Strategies staff held individual meetings with each provider agency to review and discuss their individual data. Meetings were attended by staff from the Center on Homelessness. Providers for whom Focus Strategies analyzed data were: Home and Hope, LifeMoves (formerly InnVision Shelter Network); Mental Health Association of San Mateo County; Project WeHOPE; Samaritan House; StarVista; and the San Mateo County Housing Authority. There was also a meeting between Center on Homelessness staff and CORA regarding CORA's program data.

During these meetings, providers had an opportunity to review their individual program performance and the underlying data, surface questions and concerns, and discuss where they saw opportunities to improve performance. These meetings were invaluable in getting all the providers aligned and oriented to the goals of project and system performance measurement and will form the basis for an ongoing process of performance evaluation and continuous quality improvement that will be implemented by the Center on Homelessness.

4. Leadership Team Meetings

Focus Strategies held a series of meetings with the project Leadership Team, which includes representatives from HSA, Health System, Department of Housing, County Manager's Office, staff of several members of the Board of Supervisors, plus the chair of the Continuum of Care and a representative of the Core Service Agencies (both representing nonprofit provider agencies). During these meetings Focus Strategies and HSA received input to help guide the development of the strategic plan as well as planning for different forums for community input (interviews, learning collaborative, and provider meetings). Meeting dates and topics were:

- June 10, 2015 – Project Kick Off Meeting
- October 20, 2016 – Project status update, review of homeless system redesign framework, review of updated SWAP data, planning for Learning Collaborative meetings
- February 29, 2016 – Review of strategic plan strategies, introduction to system modeling

Appendix D: System Performance Analysis

This appendix presents the results of data analysis conducted by Focus Strategies to inform the development of the Strategic Plan. The system performance measures considered in this analysis build upon HUD measures articulated in the HEARTH Act and Opening Doors: The Federal Strategic Plan to Prevent and End Homelessness. The measures align with HUD's approach and also fold in additional considerations, including cost effectiveness. These measures are important in understanding both individual project performance, and also system performance as a whole.

This appendix provides a summary by project type for the system as a whole.[1] The data used to prepare these reports was collected from the Housing Inventory Count (HIC), Homeless Management Information System (HMIS), and budget information provided by each program. The data analyzed is for the period from July 1, 2013 to June 30, 2015.[2]

Below is an overview and explanation of each of the performance measures:

- Utilization Rate measures whether existing bed capacity is being maximized and can help identify programs with high barriers to entry. Maximizing the use of available bed capacity is essential to ensuring that system resources are being put to their best use and that as many homeless people are being served as possible in the existing inventory.
- Length of Stay measures how quickly programs are helping households exit homelessness and can be considered in relation to the rate of return to homelessness.
- Rate of Return to Homelessness measures whether people who exited the system to permanent housing return to a homeless program within 12 months. This measure identifies whether programs are helping people into housing placements that "stick". Assessing this measure can help alleviate concerns that serving higher needs clients and helping them exit to housing more quickly could result in housing placements that are not stable.
- Household Entries from Homeless Prior Living measures the effectiveness of program targeting in that programs should be focusing on serving people who are literally homeless: unsheltered or living in emergency shelters. The most effective use of system resources is prioritizing homeless households for beds while diverting those who are still housed. Successfully reducing homelessness depends on communities prioritizing those with the highest needs for available units, so this data allows communities to understand the degree to which each program is serving people with the most acute housing situations.
- Household Entries from Non-Homeless Prior Living considers the percentage of entries from housed locations, including institutions, family/friends, subsidized and unsubsidized housing, transitional housing and permanent supportive housing. Again, this measure is important in that it assesses the effectiveness of program targeting. Admitting households into homeless programs from housed situations is not the most effective use of resources. Instead, many of these people could be diverted from entering the homeless system with some assistance to remain in their current housing or move directly to alternative housing.
- Rate of Exit to Permanent Housing is a measure that allows programs to think about how best to increase the rate at which homeless people exit programs into housing. This is one of the most important ways a community can reduce homelessness.
- Cost per Permanent Housing Exit is a more performance-oriented way of measuring cost than the typical cost per unit or cost per household measure. It illustrates whether system resources are being invested in interventions that are effective in ending homelessness. This measure also helps identify system components or programs that are not cost effective. Cost per permanent housing exit is a key performance measure because it assesses not only whether a program is helping clients to move to permanent housing but also whether they do so in a cost effective manner. This data allows communities to understand whether scarce system resources are being spent in a way that achieves the maximum possible results.

TOTAL UNDUPLICATED PEOPLE (2014 – 2015)		1,943	
		#	%
AGE	ADULTS 25+	1,221	63%
	TAY 18 - 24	142	7%
	CHILDREN	580	30%
	MISSING	0	0%

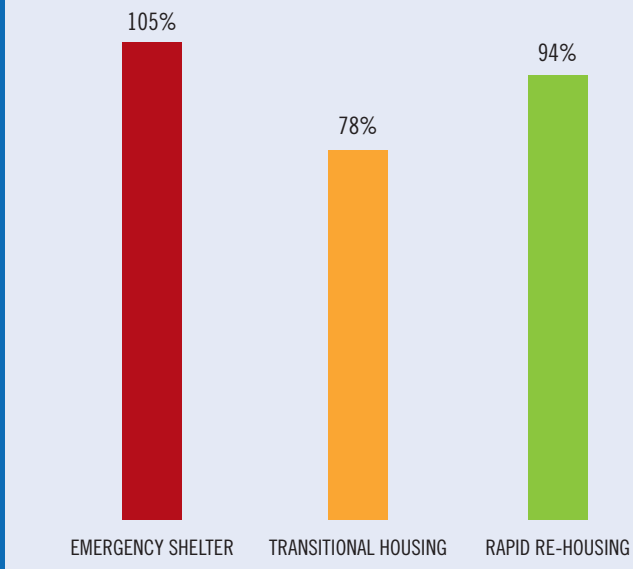
1 Each provider that contributed data also received reports summarizing their individual program data.
2 Daybreak data analysis period is January 1, 2015 to December 31, 2015

		EMERGENCY SHELTER		TRANSITIONAL HOUSING		RAPID RE-HOUSING		PERMANENT SUPPORTIVE HOUSING	
TOTAL UNDUPLICATED PEOPLE (2014 – 2015)[3]		1,431		881		364		513	
		#	%	#	%	#	%	#	%
AGE	ADULTS 25+	810	57%	459	52%	230	63%	405	79%
	TAY 18 - 24	129	9%	57	6%	22	6%	14	3%
	CHILDREN	492	34%	365	41%	112	31%	94	18%
	MISSING	0	0%	0	0%	0	0%	0	0%

		EMERGENCY SHELTER		TRANSITIONAL HOUSING		RAPID RE-HOUSING		PERMANENT SUPPORTIVE HOUSING	
TOTAL UNDUPLICATED PEOPLE (2014 – 2015)		939		516		252		419	
		#	%	#	%	#	%	#	%
GENDER	MALE	468	50%	267	52%	166	66%	225	54%
	FEMALE	469	50%	249	48%	86	34%	194	46%
	OTHER	2	0%	0	0%	0	0%	0	0%
	UNKNOWN	0	0%	0	0%	0	0%	0	0%
DISABLED[4]		399	42%	286	55%	55	22%	338	81%
VETERAN		38	4%	109	21%	152	60%	84	20%
CHRONICALLY HOMELESS		55	6%	35	7%	23	9%	47	11%
DOMESTIC VIOLENCE		189	20%	103	20%	192	76%	55	13%

[3] Table include HMIS data only; do not reflect updated agency data
[4] Disability as indicated by a "Yes" answer in the universal data element "Disabling Condition"

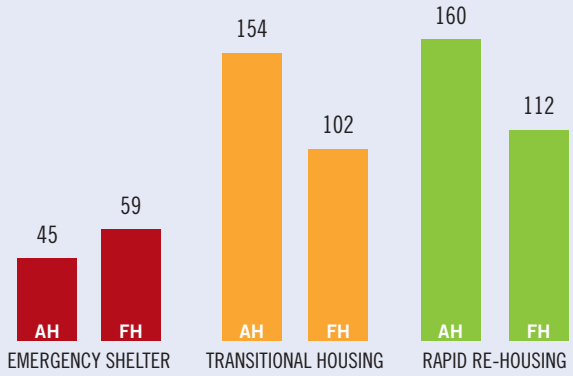
AVERAGE UTILIZATION RATE



Adult Households: AH
Family Households: FH

AVERAGE LENGTH OF STAY

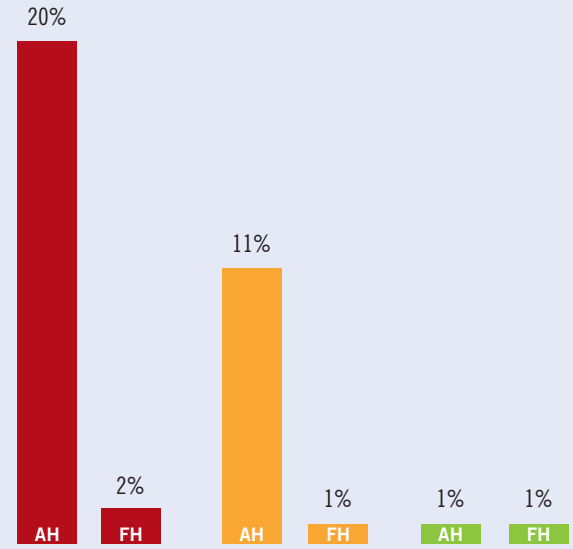
JUNE 2014 – JUNE 2015



Adult Households: AH
Family Households: FH

RATE OF RETURN TO HOMELESSNESS

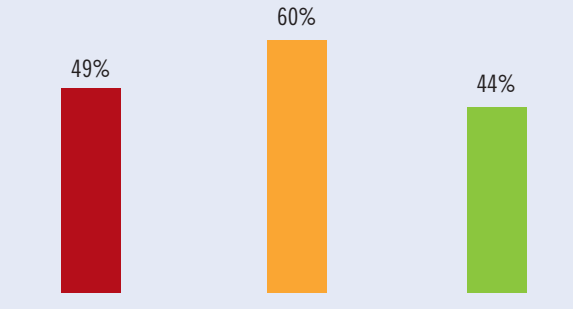
JUNE 2014 – JUNE 2015



Adult Households: AH
Family Households: FH

HOUSEHOLD ENTRIES FROM HOMELESS PRIOR LIVING

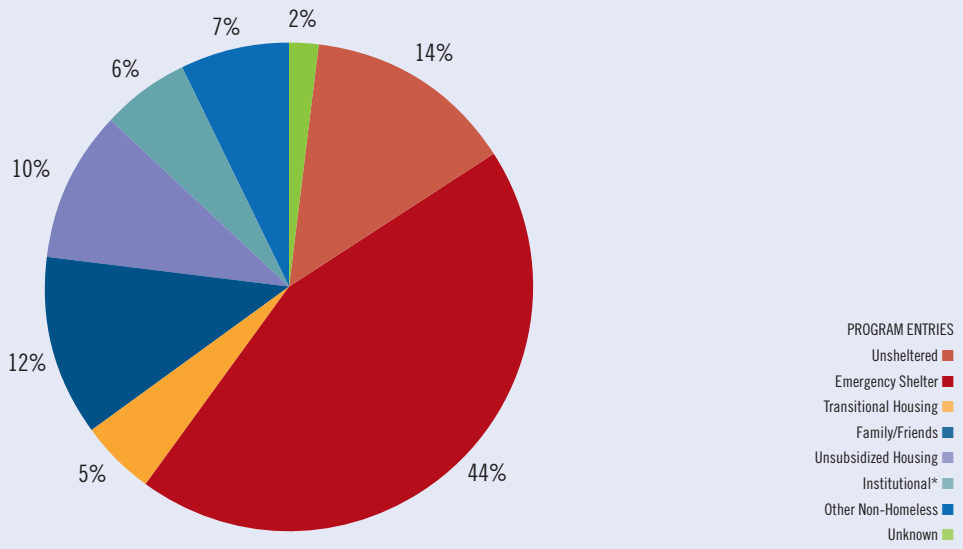
JUNE 2014 – JUNE 2015



Adult Households: AH
Family Households: FH

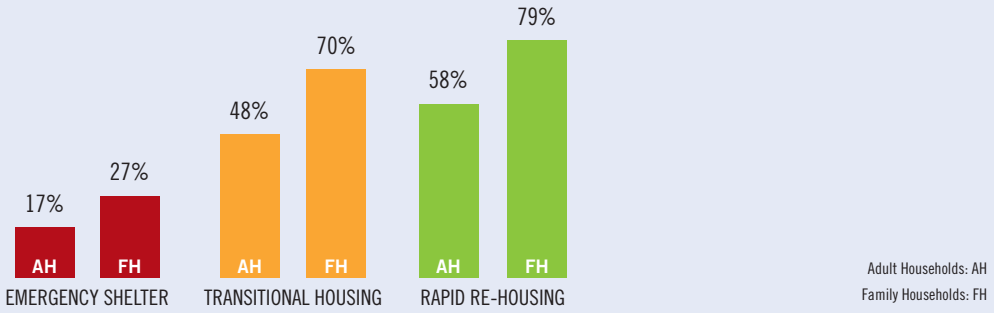
ALL HOUSEHOLD ENTRIES IN ANALYSIS YEAR

35% of entries from Non-Homeless Situations



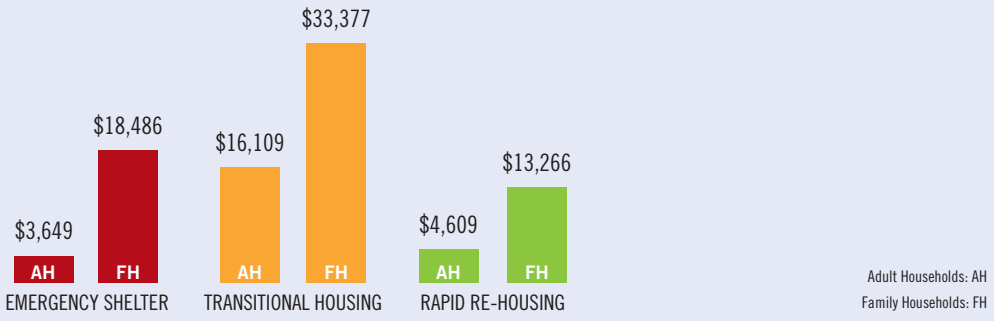
RATE OF EXIT TO PERMANENT HOUSING

JUNE 2014 – JUNE 2015



COST PER PERMANENT HOUSING EXIT

JUNE 2014 – JUNE 2015



Appendix E: System Inventory

This table summarizes the main homeless system components, providers and programs in San Mateo County.

PROVIDER	PROGRAM	POPULATION
OUTREACH PROGRAMS		
HSA/LifeMoves*	Homeless Outreach Teams	Chronically homeless people
Behavioral Health and Recovery Services (BHRS)	PATH Team	Unsheltered homeless people with mental illness
EMERGENCY SHELTER & MOTEL VOUCHERS		
CORA	Emergency Shelter	DV Survivors
Home and Hope	Rotating Shelter	Families
HSA	CalWORKs Vouchers	Families
LifeMoves	Motel Voucher Program	Families
Mental Health Association	Spring Street Shelter	Single Adults
Project WeHOPE	WeHOPE Shelter	Single Adults
StarVista	Your House South	Youth
EMERGENCY SHELTER AND SHORT-TERM TRANSITIONAL HOUSING		
LifeMoves	First Step for Families	Families
LifeMoves	Maple Street	Single Adults
Samaritan House	Safe Harbor	Single Adults
TRANSITIONAL HOUSING		
CORA	Casa de Sor Juana Ines	DV Survivors
LifeMoves	Family Crossroads	Families
LifeMoves	Redwood Family House	Families
LifeMoves	Haven Family House	Families
Mental Health Association	Spring Street Transitional	Single Adults
StarVista	Daybreak	Youth
RAPID RE-HOUSING		
CORA	Short-Term Housing Assistance	DV Survivors
LifeMoves	Rapid Re-Housing (ESG)	Single Adults & Families
LifeMoves	SAFE Rapid Re-Housing (CoC)	Families
LifeMoves	Rapid Re-Housing (CoC)	Families
LifeMoves	Supportive Services for Veteran Families (SSVF)	Veterans
PERMANENT SUPPORTIVE HOUSING		
CORA**	Provider-Based Assistance	DV Survivors
Housing Authority	Shelter Plus Care (vouchers)	Single Adults & Families
Housing Authority	VASH (VA Supportive Housing Vouchers)	Veterans
Housing Authority**	Housing Readiness Program (Vouchers)	Single Adults and Families
Mental Health Association	Cedar Street	Single Adults
Mental Health Association	Belmont Apartments	Single Adults
Mid-Pen Housing	2000 Delaware	Single Adults & Families
MidPen Housing	636 El Camino	Single Adults & Families
Telecare	Master Leasing Program	Single Adults
PREVENTION AND GENERAL SAFETY NET SERVICES		
Core Service Agencies	Core Service Agency Network	Single Adults & Families
St. Vincent de Paul	Homeless Help Desk	Single Adults & Families

* LifeMoves is the new name for InnVision Shelter Network
** Time-limited program.

COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY

HSA.SMCGOV.ORG

California Department of
Housing and Community Development

HHAP Round 6 Regionally Coordinated Homelessness Action Plan

Section 1. Regional Identification and Contracting Information

Steps to complete this section:

1. Select the Continuum of Care (CoC) Region. The definition of "Region" is the geographic area served by a county, including all cities and the CoC or CoCs within it (HSC 50230(v)).
2. Indicate which Eligible Applicants are applying together as a region for HHAP 6 (i.e., which Eligible Applicants will administer the Regionally Coordinated Homelessness Action Plan and be signatory to the Memorandum of Understanding). Eligible Applicants for HHAP 6 are all counties, all Continuums of Care, and Large Cities.
3. For each participating Eligible Applicant, indicate whether and how the Eligible Applicant intends to contract with HCD (i.e., indicate whether the Eligible Applicant will act as their own Administrative Entity, or designate one of the other regional partners to administer their allocation and act as the Administrative Entity on their behalf).

Regional Application Participation

Continuums of Care (CoCs)

- A CoC that serves a single county **must** apply as part of the regional application with the county and any overlapping Large Cities. In this case, the CoC should select: *"Is participating in this regional application as an Eligible Applicant."*
- A CoC that serves multiple counties **must either:** apply as part of a single regional application with multiple counties and any overlapping Large Cities **or** participate in the regional application of each overlapping county and the Large Cities therein. When the CoC is participating in multiple regional applications, the CoC should select: *"Is participating in this regional application as an Eligible Applicant"* for the regional application that will include the CoC's HHAP 6 funding plan, and should select: "*Is participating in this regional application as a collaborator*" for all other regional applications they are participating in. This will help to ensure the CoC's funding plan is only collected on a single regional application.

Large Cities ("City" or "Cities")

Large Cities must apply as part of the regional application with the applicable county and CoC.

Counties

- In a CoC that serves a single County, the County **must** apply as part of a regional application with the CoC and any overlapping Large Cities.
- In a multi-county CoC, counties are **strongly encouraged** to apply in collaboration with other counties that are served by the same CoC. **At a minimum**, each County must apply with the overlapping CoC.

LA Region

All CoCs within the County of Los Angeles shall be considered part of a single region, along with the County and Large Cities within the county and therefore **must** apply together. (HSC § 50230(v)(2).)

Contracting

Each Eligible Applicant has the discretion to administer their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. The selections made in this section will indicate which Eligible Applicant will enter into contract with HCD to administer each Eligible Applicant's HHAP 6 allocation. For reference, HHAP 6 allocations are available on HCD's HHAP website.

The Administrative Entity is responsible for meeting the terms and conditions of the contract, which include, but is not limited to, contracting (when necessary) with sub-recipients, and fulfilling all monthly, annual, final, and Homeless Management Information System (HMIS) reporting requirements.

- **If you plan to contract with HCD to receive and administer only your (individual) HHAP 6 allocation,** select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection.
- **If you do not plan to contract with HCD and instead plan to identify another participating Eligible Applicant in the region to enter into contract with HCD to receive and administer your HHAP 6 allocation**, select: *"Identify another participating Eligible Applicant in their region to enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection. Once selected, you will be prompted to designate the Administrative Entity from a list of other Eligible Applicants in the region.
- **If you plan to contract with HCD to receive and administer multiple HHAP 6 allocations within your region,** select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region"* under the contracting selection.

Please select the Continuum of Care region
Daly/San Mateo County CoC

Daly/San Mateo County CoC Region

Daly/San Mateo County CoC

CA-512 Participation
Is participating in this single collaborative application with the regional partner(s) listed.

CA-512 Contracting
Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP 6 allocation

CA-512 Designated Administrative Entity
San Mateo County

Contact Title
Director of the Center on Homelessness

Name
Amy Davidson

Email
adavidson@smcgov.org

Phone
(650) 670-2546

San Mateo County

San Mateo County Participation
Is participating in this single collaborative application with the regional partner(s) listed.

San Mateo County Contracting
Will enter into contract with the state to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region

Contact Title
Director of the Center on Homelessness

Name
Amy Davidson

Email
adavidson@smcgov.org

Phone
(650) 670-2546

Number of Contracts
1

Section 2. Documentation of Stakeholder Engagement

1. Provide the dates for which at least three public meetings were held to support the development of the Regionally Coordinated Homelessness Action Plan (Plan).
2. Describe how each stakeholder group from the list provided was invited and encouraged to engage in the Plan.
3. Describe the specific input from the public meetings that was incorporated into the Plan.
4. Certify that all participating Eligible Applicants met the process requirements for developing the Plan.

Meeting Dates

Meeting Dates	Meeting Name or Identifier (optional)
4/11/2025	CoC Steering Committee
5/7/2025	Hope IAC
7/11/2025	CoC Steering Committee
10/21/2025	

Stakeholder engagement

Stakeholders	Description of how stakeholders were invited and encouraged to engage in the	Describe the specific input from stakeholders that was incorporated into the Plan

	public stakeholder process	
People with lived experience of homelessness, including but not limited to survivors of domestic violence.	The County facilitates regular meetings of the San Mateo County Lived Experience Advisory group (LEAG). The LEAG is a CoC committee and provides lived experience perspectives for the County and CoC on various initiatives and applications. A LEAG member serves as a representative at the CoC Steering Committee. Additionally, the County held an input session with the LEAG on May 16, 2025. County staff presented information from the HHAP-5 regionally coordinated homelessness action plan and asked meeting attendees to provide their feedback on what should be included in the HHAP-6 plan. This input session was in addition to the public stakeholder process in an effort to gather additional feedback from people with lived experience of homelessness.	The LEAG emphasized that social supports, such as peer support or mental health support, would improve people's capacity to access and retain housing. This was incorporated into Key Action 9. The LEAG recommended investigating gaps in services to better understand why people are not connecting to services. This feedback was incorporated into Key Action 3. The LEAG identified schools as places where targeted outreach could improve connections to the homelessness response system. This feedback was incorporated into Key Action 8.
Youth with lived experience of homelessness.	In addition to the public stakeholder process, the County held an input session with current residents of the youth shelter serving youth between the ages of 16-21. County staff collaborated with shelter staff to ensure that the session's environment was inviting for participation and encouraged feedback. Through collaboration with the youth shelter provider, it was determined that a separate engagement for youth would be more fruitful than just asking them to attend a broad, public session	Youth with lived experience of homelessness recommended high schools and community-based "third spaces", social environments outside of the home, work, or school, as places to conduct homelessness prevention outreach. Their feedback was incorporated into Key Action 8.
Local department leaders and staff of qualifying smaller jurisdictions, including child welfare, public welfare, health care, behavioral health, justice, and education system leaders.	The County invited stakeholders in these categories to the April 11, May 7, and July 11 meetings. The County reviewed meeting attendance and sent out personalized invitations for the July 11 meeting to stakeholders who were invited but did not	City staff and education leadership recommended partnering with community schools. This feedback was incorporated into Key Action 8. Behavioral Health leadership recommended working to support people who have been placed in out-

	attend the April and May meetings to encourage them to attend and participate.	of-county hospital placements to access shelter placements. This feedback was incorporated into Key Action 8. Staff from a local jurisdiction encouraged the consideration of peer support programs. This feedback was incorporated into Key Action 9.
Homeless services and housing providers, including developers of permanent affordable housing operating within the region.	The County invited stakeholders in these categories to the April 11, May 7, and July 11 meetings. The County reviewed meeting attendance and sent out personalized invitations for the July 11 meeting to stakeholders who were invited but did not attend the April and May meetings to encourage them to attend and participate.	Homeless services providers recommended collaborating with schools, disability providers, faith-based organizations, Behavioral Health, and Aging and Disability services. This feedback was incorporated into Key Action 8.
Each Medi-Cal Managed Care Plan contracted with the State Department of Health Care Services in the region.	The County invited stakeholders in these categories to the April 11, May 7, and July 11 meetings. The County reviewed meeting attendance and sent out personalized invitations for the July 11 meeting to stakeholders who were invited but did not attend the April and May meetings to encourage them to attend and participate.	Managed Care Plan staff highlighted the importance of connecting people in institutions to the homelessness response system and services prior to their institutional exit. This feedback was incorporated into Key Action 8.
Street medicine providers, victim service providers, and other service providers directly assisting people within the region experiencing homelessness or at risk of homelessness.	The County invited stakeholders in these categories to the April 11, May 7, and July 11 meetings. The County reviewed meeting attendance and sent out personalized invitations for the July 11 meeting to stakeholders who were invited but did not attend the April and May meetings to encourage them to attend and participate.	Victim services provider encouraged peer-to-peer programs. This feedback was incorporated into Key Action 9. Direct service providers recommended partnerships with Behavioral Health, Justice, Aging and Adult services, and Health organizations. This feedback was incorporated into Key Action 8.
Federally recognized tribal governments pursuant to Section 4103 of Title 25 of the United States Code that are within the region.	There are no federally recognized tribal governments in the Region, however, HSA requested technical assistance from HCD to reach out to tribal governments which were not federally recognized. HSA sent out	Representatives from tribal governments recommended the hiring of indigenous/aboriginal staff in roles that serve as the first point of contact to the homelessness safety net system. This feedback has been incorporated in key actions 1 and 2.

	invitations to the contacts recommended by HCD to feedback sessions on October 21st. One feedback session was held in the morning and the second in the afternoon to maximize opportunities for attendance.	Representatives from tribal governments encouraged increased communication between the homelessness safety net system and with tribal governments. This feedback has been incorporated into key actions 3, 4, and 9.

Describe any other input from public meetings not captured above that was incorporated into the Plan.

By checking this box, I certify that all participating Eligible Applicants met the public meeting process requirements in statute (HSC Section 50240(d) and (e)) and in the HHAP 6 NOFA in developing the Regionally Coordinated Homelessness Action Plan, documented in Section 2 of this regional application.

I certify under penalty of perjury that all of the information in Section 2, above, is true and accurate to the best of my knowledge.
Open

Section 3. Regionally Coordinated Homelessness Action Plan

Applicants must submit a Regionally Coordinated Homelessness Action Plan (Plan) that fully complies with HSC section 50240(c). This Plan shall lay out a strategic approach to address homelessness within the region, emphasizing collaborative efforts among participating applicants.

In developing the HHAP 6 Regionally Coordinated Homelessness Action Plans, regions should build upon their approved HHAP 5 Regionally Coordinated Homelessness Action Plans. This means regions should leverage and update information from their approved HHAP 5 Regionally Coordinated Homelessness Action Plan in corresponding sections of the proposed HHAP 6 Regionally Coordinated Homelessness Action Plan.

Regional Roles, Responsibilities, and Housing and Homelessness Service Policies

3.a. Regional Partners' Roles and Responsibilities

3.a.1. Outreach and Site Coordination

Eligible Applicant	Describe roles and responsibilities in outreach to individuals experiencing, or at risk of experiencing, homelessness in the region, and in coordination on citing of services, shelters, and interim and permanent housing in the region
Daly/San Mateo County CoC	The CA-512 Daly City/San Mateo County CoC (CoC) coordinates with geographically dispersed agencies to strengthen the region’s collective response to homelessness. This includes working with street outreach programs, supporting programs to implement targeted expansions to offer services outside of regular business hours, deepening connections with health and behavioral health services, and reaching out to people at risk of homelessness to connect them to resources. CoC participating agencies operate the Coordinated

	Entry System (CES), which facilitates access to resources and services for those at risk of homelessness or experiencing homelessness, and participate in MDTs to coordinate services for those in shelter with long-term stays.
San Mateo County	The County of San Mateo (SMC) is responsible for applying for funding, executing contracts, and monitoring expenditures associated with the coordination of services, shelters, and interim and permanent housing in the region. The SMC Human Services Agency (HSA) coordinates outreach, services, and siting of interim and permanent housing with the County by working with the CoC, six cities, other departments within the County, non-profit organizations, faith-based organizations, advocates, etc. For example, HSA funds a network of 8 Core Agencies Countywide to support low-income households who are at risk of becoming homeless. The Core Agencies can provide locally funded Emergency Financial Assistance and connect households with the Coordinated Entry System for homelessness diversion services. HSA partners with the County's divisions of Behavioral Health and Recovery Services (BHRS) and Public Health Policy and Planning (PHPP) to engage with and provide on-site medical and behavioral health services to people experiencing unsheltered homelessness, with the goals of connecting them to longer-term treatment and resources to access interim or permanent housing. HSA works very closely with a community-based organization that provide the Coordinated Entry System and makes robust use of the local HMIS system to coordinate services availability and utilization and update the system of care.

3.a.2. Siting and Use of Available Land

Eligible Applicant	Describe how the Eligible Applicant will coordinate efforts to identify and promote use of available land for the production of interim or permanent housing in the region
San Mateo County	The County faces severe housing pressures, such as rising housing costs, and housing shortages, particularly for lower-income groups and special needs populations, including unhoused and other residents that face housing burdens. To address these barriers, the County has identified several actions in its 2023-2031 Housing Element to coordinate efforts to identify and promote the use of available land for the production of new housing in the region, including: investigating and refining the list of County-owned parcels with potential for affordable housing, and working to make those available for affordable housing development; continuing to use available federal, state, and local funds to increase the supply of lower-income affordable housing through support for site acquisition and new construction; exploring County non-residential areas for re-zoning to permit mixed use and residential development; pursuing opportunities for acquisition and/or rehabilitation of sites for affordable housing development, including conversion of commercial and other properties; investigating opportunities for affordable housing development on lands owned by school districts and faith-based organizations; continuing to support infrastructure expansion and

	identify opportunities for County assistance with infrastructure improvements to support new housing; continuing to expedite permit review and waive planning and building fees for projects providing housing affordable to lower-income households, including seniors, special needs populations, and persons with disabilities; refining GIS-based mapping applications to inform developers of available housing sites; collaborating with housing developers to identify sites for developing affordable housing for farmworkers. HSA staff meet at least biweekly with County Department of Housing staff, as well as the County Executive and Health Department to discuss current housing development projects, plans, and operations for affordable housing for this population.
Daly/San Mateo County CoC	The CoC supports the development of interim and permanent housing options by coordinating with CoC participating agencies and identifying opportunities to expand housing capacity and services. The CoC prioritizes permanent supportive housing projects and currently funds multiple permanent housing projects.

3.a.3. Development of Shelter, Interim and Permanent Housing Options

Eligible Applicant	Describe your engagement with housing developers, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing
San Mateo County	The County of San Mateo actively engages with housing developers and developers of permanent supportive housing to coordinate the financing of interim and permanent housing. The County's Department of Housing releases two annual Notice of Funding Opportunities to use available financing programs to support affordable housing development. The County's Planning and Building department actively engages housing developers to participate pre-application workshops for discretionary projects, during which they can present projects, receive feedback, and modify projects prior to application. For parcels with potential to be used for affordable housing, the County investigates the feasibility of selling, granting, or otherwise transferring the land to a qualified nonprofit developer for affordable housing. The County collaborates with developers to assess the feasibility and requirements of conversion and re-use of existing underutilized office and commercial spaces for residential use, and provides support and assistance for developers in acquisition of sites for affordable housing development, including through using available funds to support developers acquire sites for extremely low, very low, and low-income housing , and encouraging the provision of below market land leases, land donations, or completing land sales with significant write-downs for affordable housing use. The County incentivizes developers by offering fee reductions, waivers or deferrals for affordable housing projects. The County continues to expedite permit review and waive planning and building fees for projects providing housing affordable to lower-income households, including seniors, special needs populations, and persons with disabilities. The County also collaborates with

	developers on applying for multiple sources of funding, for example, with Project Homekey, which the County and developers have so far been awarded funds for both interim and permanent housing projects.
Daly/San Mateo County CoC	The CoC Steering committee, composed of representatives from service providers, City and County governments, non-profits, housing developers, people with lived experience of homelessness, and other constituent groups, oversees a variety of planning efforts around homeless assistance, including applications for federal housing funding. For example, the CoC identified subject matter experts, including housing developers, to review and rank pre-applications for the US Department of Housing and Urban Development's (HUD's) CoCBuilds permanent supportive housing capital projects funding opportunity. HSA, as the lead CoC Agency, also coordinates applications to the HUD's Continuum of Care program. By participating in this process, the Housing Authority of the County of San Mateo (HACSM) has been awarded funding for rental assistance vouchers, which helps keep costs of affordable housing projects lower for housing developers.

3.a.4. Coordination of and Connection to Service Delivery

Eligible Applicant	Describe how the Eligible Applicant is coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness
San Mateo County	SMC administers much of the local, state, and federal sources of funding to address homelessness. SMC also coordinates resources for homeless services occurs between multiple County departments and community partners to ensure that the needs of persons experiencing homelessness are being met, and that all services are aligned and coordinated. Interdepartmental collaboration occurs between the County Executive's Office, HSA's Center on Homelessness (COH), HSA's other departments (including public benefits, child welfare, employment services and veterans' services), the Department of Housing (which includes the county's public housing authority), the Health Department (which includes Behavioral Health and Recovery Services and the Medical Center), Probation Department, and the Sheriff's Office. The County Executive convenes a bimonthly meeting of County departments and community-based organizations to review system performance and exchange information about the programs and services available in each system. HSA also contracts and works closely with several community nonprofits and government agencies that create a social safety net system known as the Core Service Network. The organizations in the network are known as Core Service Agencies (Cores). Each of the 8 Cores serves a different geographic area in the County. The Cores work in close collaboration with HSA to provide individuals and families with basic emergency and support services to stabilize their living situations. These services include crisis intervention and referrals based on an evaluation of their needs and

	qualifications for assistance, food, clothing, emergency financial assistance for rent or utilities, school supplies for students, other basic necessities, and referrals to the Coordinated Entry System. As part of its Encampment Resolution Fund program, COH collaborated with Behavioral Health and Recovery Services to deliver MHSA/BHSA-funded mobile mental health services to people living in encampments, which also links them to longer-term supports such as Full-Service Partnership (FSP)s.
Daly/San Mateo County CoC	HSA, the lead agency for the CoC, oversees the coordination of and connection to services for households within the region that are at imminent risk of or currently experiencing homelessness. HSA contracts with a CoC-participating non-profit organization to operate the Coordinated Entry System (CES). The CES provides all eligible households with Diversion services with the primary goal of helping clients obtain, maintain, or return to their housing and intervene before households enter the homeless system. The CES completes an assessment with households that are unable to be diverted and refers them to an appropriate resources, shelter and/or housing interventions as applicable. HSA also partners with two other County departments (the Sheriff's Office and the County Health's Medical Center) to streamline client referrals from jail and hospital institutions to CES, improve clients' accessibility to homeless services, and decrease the number of clients who are discharged from institutions to unsheltered sleeping locations. HSA manages a central referral list for housing placement via CES and makes referrals to permanent housing programs, including BHSA/MHSA permanent housing programs, based on the number of openings weekly. HSA reviews CES referral acceptance policies and practices to ensure programs are compliant with Housing First principles. HSA facilitates the Racial Equity Committee (REC) as a subcommittee of the CoC to guide the work of the CoC and support service providers with enhancing the delivery of culturally competent services. The REC, which convenes every other month, consults on various projects for the CoC and brings together partners from different program areas across the homeless response system to develop strategies to prevent and eliminate racial disparities. The diverse perspectives of the members allow the committee to offer coordinated feedback that considers the needs of different subpopulations that are served by the homeless system and connect providers with each other so they can improve their understanding of how their organization's work relates to that of other providers. Every quarter, the committee updates and analyzes a data dashboard that includes a snapshot of the racial/ethnic composition of households served by the homeless response system compared to the that of the general County population and evaluates data that is disaggregated

by race related to rates of exits to permanent housing and returns to homelessness. Regularly assessing these data trends over time allows the committee to monitor the community's progress towards creating a more equitable system. The REC has collaborated on the development of various cultural competency and racial equity trainings for the CoC's local stakeholders to bring consistency in knowledge and enhance the quality of equitable practices across the homeless response system. The committee also reviews quantitative and qualitative data to identify and understand the causes of racial disparities and other inequities in the system and is working to increase representation of people with lived experience in CoC and agency leadership.

3.a.5. Policies for Addressing Encampments

Encampment	Estimated Population	What are the region's specific plans to address this encampment?	What are the Key Milestone Dates to carry out the described plan?	ERF Status (site funded by ERF)	ERF Contract #	Are there current plans to submit an ERF application to address this site?	Lead Entity for addressing this encampment
ERF – South San Francisco/San Bruno (SSF/San Bruno)	11	In collaboration with Caltrans and the City of South San Francisco, ERF multidisciplinary teams (including specialists outreach, mobile coordinated entry, mental and behavioral health, public health and medical care, etc.) will engage with and provide field-based services to encampment residents in the SSF/San Bruno CHEZ zone, including referrals to and enrollment in other supportive	12/2024: Outreach began at encampment sites. 12/2024: Shelter referrals and placements began. 1/2025: In-field diversion and coordinated entry assessments and services began. 2/2025: San Mateo County (SMC)	Yes	24-ERF-3-R-100018		San Mateo County

	programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager who will support them with referrals to shelter placements, developing and following housing plans, and completing paperwork. Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that will allow housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at	Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs. 4/2025: Referrals to Rapid Rehousing and Bridge Housing programs began. 5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions. 12/2025: Targeted behavioral health services begin. 5/2027: Last planned exit from the encampment to permanent housing.

		permanent supportive housing sites open, or; direct placement in a permanent housing program.				
Northern San Mateo County (SMC) Zone	132	Outreach staff will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-focused case plans with the most vulnerable encampment residents.	26 individuals to move from encampments into permanent housing in FY25-26, and 26 individuals to move from encampments into permanent housing in FY26-27 100 individuals to move from encampments into interim housing in FY25-26, and 100 individuals to move from encampments into interim housing in FY26-27.	No	No	San Mateo County
Bayside Zone	187	Outreach staff	17	No	No	San

		will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-focused case plans with the most vulnerable encampment residents.	individuals to move from encampments into permanent housing in FY25-26, and 17 individuals to move from encampments into permanent housing in FY26-27 70 individuals to move from encampments into interim housing in FY25-26, and 70 individuals to move from encampments into interim housing in FY26-27.			Mateo County
ERF – Burlingame/San Mateo	122	In collaboration with Caltrans and the Cities of Burlingame and San Mateo, ERF multidisciplinary teams (including specialists outreach, coordinated	12/2024: Outreach began at encampment sites. 12/2024: Shelter referrals and placements	Yes	24-ERF-3-R-100018	San Mateo County

entry, mental and behavioral health, public health and medical care, etc) will engage with and provide field-based services to encampment residents in the Burlingame/San Mateo CHEZ zone, including referrals to and enrollment in other supportive programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager that will support them with referrals to shelter placements, developing and following housing plans, and completing paperwork. Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that	began. 1/2025: In-field diversion and coordinated entry assessments and services began. 2/2025: San Mateo County (SMC) Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs. 4/2025: Referrals to Rapid Rehousing and Bridge Housing programs began. 5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions.

		will allow housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at permanent supportive housing sites open, or; direct placement in a permanent housing program.	12/2025: Targeted behavioral health services begin. 5/2027: Last planned exit from the encampment to permanent housing.			
Southern SMC Zone	21	Outreach staff will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach	14 individuals to move from encampments into permanent housing in FY25-26, and 14 individuals to move from encampments into permanent housing in FY26-27 41 individuals to move from encampments into	No	No	San Mateo County

		collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-focused case plans with the most vulnerable encampment residents.	interim housing in FY25-26, and 41 individuals to move from encampments into interim housing in FY26-27.			
Coastside Zone	119	Outreach staff will collaborate with Coordinated Entry System providers and healthcare partners to support service delivery, including access to shelter, housing vouchers/subsidies, medical care, and behavioral health services for encampment residents. When cities or transit agencies announce upcoming encampment closures, HSA and Outreach collaborate to ensure encampment residents are offered tailored services. Outreach case managers will build holistic, housing-	37 individuals to move from encampments into permanent housing in FY25-26, and 43 individuals to move from encampments into permanent housing in FY26-27 53 individuals to move from encampments into interim housing in FY25-26, and 56 individuals to move from encampments into interim	No	No	San Mateo County

		focused case plans with the most vulnerable encampment residents.	housing in FY26-27.			
Coastside ERF – HMB (Half Moon Bay)	18	In collaboration with Caltrans and the City of Half Moon Bay, ERF multidisciplinary teams (including specialists outreach, coordinated entry, mental and behavioral health, public health and medical care, etc.) will engage with and provide field-based services to encampment residents in the South ERF-HMB CHEZ zone, including referrals to and enrollment in other supportive programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager who will support them with referrals to shelter placements, developing and	12/2024: Outreach begins at encampment sites. 12/2024: Shelter referrals and placements began. 1/2025: In-field diversion and coordinated entry assessments and services began. 2/2025: San Mateo County (SMC) Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs. 4/2025: Referrals to Rapid Rehousing and Bridge	Yes	24-ERF-3-R-100018	San Mateo County

		following housing plans, and completing paperwork. Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that will allow housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at permanent supportive housing sites open, or; direct placement in a permanent housing program.	Housing programs began. 5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions. 12/2025: Targeted behavioral health services begin. 5/2027: Last planned exit from the encampment to permanent housing.			
ERF- Menlo Park	104	In collaboration with Caltrans and the City of Menlo Park, ERF multidisciplinary teams (including specialists outreach, coordinated entry, mental	12/2024: Outreach began at encampment sites. 12/2024: Shelter referrals and placements	Yes	24-ERF-3-R-100018	San Mateo County

and behavioral health, public health and medical care, etc.) will engage with and provide field-based services to encampment residents in the Menlo Park CHEZ zone, including referrals to and enrollment in other supportive programs such as Medi-Cal, CalFresh, CalAim Enhanced Care Management, etc. Those who are interested will be enrolled in housing-focused case management and assigned a case manager who will support them with referrals to shelter placements, developing and following housing plans, and completing paperwork. Encampment residents in this zone will be eligible for referral and enrollment in one of the ERF-specific housing programs, including: a rapid rehousing program that will allow	began. 1/2025: In-field diversion and coordinated entry assessments and services began. 2/2025: San Mateo County (SMC) Human Services Agency (HSA) executes contract with Abode Services for Rapid Rehousing and Bridge Housing programs. 4/2025: Referrals to Rapid Rehousing and Bridge Housing programs began. 5/2025: HSA executes contract with SMC Department of Housing for ERF-supported Permanent housing interventions.

	housed residents to remain in the pool of eligible applicants for a long-term housing voucher; a bridge housing program in which highly vulnerable encampment residents will be placed until vacancies at permanent supportive housing sites open, or; direct placement in a permanent housing program.	12/2025: Targeted behavioral health services begin. 5/2027: Last planned exit from the encampment to permanent housing.

Eligible Applicants with a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Fully or Partially Compliant

Eligible Applicant	Applicant confirms the plan complies with the Cal ICH Guidance on Addressing Encampments?	If you selected "Yes, in part," describe what elements of the policy do comply with the Cal ICH Guidance on Addressing Encampments, and specifically how they comply.	Provide a link to the policy or upload a copy below
San Mateo County	Yes		

Upload: Copy of Formal Policy to Address Encampments
San Mateo County, CA Code of Ordinances, Title 3 Chapter 3.109 - Hopeful Horizons.pdf

Eligible Applicants without a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Nonexistent

Eligible Applicant	Describe existing efforts to address encampments	Does the Eligible Applicant actively commit to adopting a policy that complies with the Cal ICH Guidance on Addressing Encampment?	Provide a specific timeline, including dates, for future adoption of formal policies that comply with the Cal ICH Guidance on Addressing Encampments
Daly/San Mateo County CoC	The CoC works to connect people living in encampments with services, shelter, and housing opportunities, by employing person-centered, Housing First, and trauma-informed approaches. Through the CoC's Coordinated Entry System, the six County-funded Outreach teams connect encampment residents with services and shelter opportunities. In the case of two Encampment Resolution Funded teams, mobile diversion and CES staff go into the field with Outreach to allow for seamless engagement. The CoC's Coordinated Entry System makes interim housing spaces available in coordination with jurisdictions completing encampment clearances, so that residents can be offered shelter timely. The CoC encourages jurisdictions that initiate encampment clearance decisions to provide respectful and reasonable treatment of residents' property, including collecting, labeling, and storing personal property from the encampment unless it is a health or safety hazard. The CoC	Yes	October 2025 - CoC Steering committee meets to provide initial feedback on draft policy. January 2026 - CoC Steering committee meets to provide additional feedback on draft policy. April 2026 - CoC adopts policy.

	collaborates with jurisdictions enforcing encampment ordinances to provide encampment residents with as much advance notice as possible, deferring to regulations established by the jurisdiction. Jurisdictions include the following in their clearance notices: 1) Date and time of the removal action, 2) information on immediately available services, and 3) information on how unattended belongings will be handled the day of the removal action, including what will be stored and how they can be recovered. The CoC prioritizes health and safety in addressing encampments, and where appropriate collaborates with local jurisdictions to address hazards prior to or independent from that jurisdiction taking any removing operation.	
		No

3.a.6. Housing Element Compliance

Large City or county Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	If not compliant, provide a timeline for all relevant milestones to achieve compliance (refer to Guidance and Example timeline and milestones for required level of detail)
San Mateo County	No	March 2025: Housing Element Adopted July 30, 2026: Rezoning adoption by Board of Supervisors August 1, 2026: Submission of Housing Element and Bayside Rezoning documentation to HCD for review December 31, 2026: Rezoning adopted by Coastal Commission January 1, 2026: Submission of Coastside rezoning documentation and a copy of the adopted Housing Element to HCD for Review

		March 1, 2026: HCD Approves Housing Element March 30, 2026: Necessary rezones are completed.

3.a.7. Housing Element Implementation

Large City or county Eligible Applicant	Has this Eligible Applicant implemented all programs in their adopted Housing Element on the timelines identified therein?	If not, provide a specific timeline and plan with dates to implement the past due programs.
San Mateo County	No	March 2025: Housing Element Adopted. December 2025: Began process of scheduling informal technical assistance call with HCD. July 30, 2026: Rezoning adoption by Board of Supervisors August 1, 2026: Submission of Housing Element and Bayside Rezoning documentation to HCD for review December 31, 2026: Rezoning adopted by Coastal Commission January 1, 2026: Submission of Coastside rezoning documentation and a copy of the adopted Housing Element to HCD for Review March 1, 2026: HCD Approves Housing Element March 30, 2026: Necessary rezones are completed

3.a.8. Prohousing Designation

Large City or county Eligible Applicant	Current Prohousing Designation Status	For Eligible Applicants that have not yet applied or do not plan to apply, list the Prohousing Policies (as described in the Prohousing application) that they have adopted or plan to adopt in the future.
San Mateo County	Plans to apply for Prohousing Designation.	San Mateo County has adopted the following Prohousing Policies: (1) The County has adopted the parking requirements and waivers pursuant to California Government Code 65852.2 in all districts in which residential uses are allowed and adopted lower parking requirements than Govt. Code 69515 in zoning districts in the Planned Colma and North Fair Oaks Specific Plan Areas. (2)

	The County allows residential uses in commercial (C-1, C-1/NFO, C-1/WMP) and industrial (M-1/Edison, M-1/NFO) zoning districts. (3) The County has adopted low or no FAR limits, increased height, reduced minimum lot sizes, and increased density in the Planned Colma zoning districts, and new residential and mixed-use zoning districts in North Fair Oaks (both Location Efficient Communities). (4) The County provides expedited permit review, exemption from density limits, fee waivers and technical assistance for farm labor housing. (5) The County has ministerial approval processes for residential uses in most zoning districts, including high-density residential mixed-use in the new North Fair Oaks zoning districts (within a Location Efficient Community). (6) The County has tiered environmental analysis from adopted Specific Plan EIRs, including North Fair Oaks and Colma. (7) The County has entirely objective standards for various residential projects in most zoning districts. (8) The County has created an expedited, stand-alone permit processing track for individual ADU projects, with an initial plan-check turnaround commitment of 10 days, with all review and routing handled by the County's existing ADU Amnesty contractor. (9) County transitioned to all-electronic application and material submittal, routing, review, and approval, through Accela and Bluebeam permit systems, allowing concurrent review and comment across Departments/agencies and streamlined permit issuance, typically two weeks to two months faster than the prior system. (10) The County adopted ADU regulations pursuant to § 65852.2

and .22 which allow greater size and more flexibility than Govt. Code requires; provide ADU technical assistance through Home for All/Second Unit Center; funded and partnered in ADU preapproved design pilot program; and establish an ADU amnesty program for unpermitted units, exceeding the code abeyance/anti-displacement provisions of § 65852.2(n). (11) The County allows modular, manufactured, and tiny homes (non-wheeled) in all single-family residential districts and promotes this policy on the Planning and Building Department website. (12) The County has established the Housing Endowment and Regional Trust (HEART), utilizing local housing trust funds. (13) Residual Redevelopment Funds were utilized to create the first Affordable Housing Fund (1.0) RFP. (14) With the approval of Measure A, then Measure K, the County has been providing ongoing annual funding opportunities to build affordable housing. (15) The County has demonstrated prioritizing local general funds for affordable housing as demonstrated in NOFA funding opportunities in 2017 and 2018. (16) Demonstration of other Actions. The County has provided funds to acquire and preserve the affordability of existing apartment buildings rented at below-market rents (not deed-restricted) under the Affordable Rental Acquisition and Preservation Program (ARAPP). San Mateo County plans to adopt the following Prohousing Policies: (1) The County will expand the type of projects requiring no hearings, particularly for multifamily residential and mixed-use development, including in North Fair Oaks (concurrent with an

		ongoing NFO Rezoning/zoning amendment project), Planned Colma, and multifamily districts in Unincorporated Broadmoor and Devonshire. (2) The County currently posts updates of major projects, and all permits can be queried through Accela Citizen Access, but the County will implement status updates for all project types, with a GIS interface, through an ongoing update to our Accela permit processing/public permit software. (3) The Planning and Building Department, as discretionary policy, offers fee reductions for special needs projects, but will formalize this policy by resolution. (4) Adoption of a universal design ordinance is an existing Housing Element goal that will be completed within two years. (5) The County provides low-interest loans for lower and moderate-income households under the Second Unit Amnesty program.

3.a.9. Housing Law Violations

Large City or county Eligible Applicant	Does this Eligible Applicant have any potential or actual housing law violations with HCD's Housing Accountability Unit or the Attorney General's Housing Justice Team?	If yes, provide a specific timeline and plan with dates to resolve the issue.
San Mateo County	No	

3.a.10. Surplus Land

Large City or county Eligible Applicant	Has this Eligible Applicant made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230?	If not, the Eligible Applicant must provide a specific timeline and plan with dates to create such an inventory.
San Mateo County	Does not currently have a central inventory.	The County has not made a central inventory of surplus lands and all lands in excess of its foreseeable needs because there are no parcels of land that have been assigned as surplus land or in excess of foreseeable needs.

3.a.11. Annual Progress Report

Large City or county Eligible Applicant	Has this Eligible Applicant submitted a timely and complete annual progress report for at a minimum, the past two years?
San Mateo County	Yes

3.b System Performance Measures Improvement Plan

The System Performance Measures Improvement plan documents all the Key Actions the regional partners are taking to improve their homelessness CA System Performance Measures (SPMs) listed in Section IV.A.3.b.i. of the HHAP 6 NOFA. The plan may also include the Key Actions of small jurisdictions and/or tribal governments in the region that elect to engage and collaborate in the Regionally Coordinated Homelessness Action Plan.

All items currently being funded through HHAP Rounds 1 through 5, as well as all activities proposed to be funded through HHAP 6, must be included as Key Actions in the System Performance Measures Improvement Plan. Each regional partner must also include the Key Actions they are taking beyond HHAP 6 funding to address homelessness. These Key Actions must include how each regional partner is improving the region's CA SPMs through use of local, state, and federal funds.

The System Performance Measures Improvement Plan must include:

- At least one Key Action related to reducing CA SPM: "The number of people experiencing unsheltered homelessness"
- At least one Key Action related to increasing CA SPM "the number of people exiting homelessness into Permanent Housing," and
- At least one Key Action with a specific focus on reducing first time instances of homelessness for those exiting institutional settings, including, but not limited to jails, prisons, and hospitals.

Each Key Action must be described in clear, specific terms and must do the following:

1. Identify the CA SPM(s) that the Key Action will improve (you may choose more than one SPM).
2. Describe how the Key Action will improve the CA SPM(s).
3. Identify the lead entity and collaborating entities partnering to achieve the Key Action. Collaborating

entity/ies may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating Eligible Applicant, a system partner, or any organization actively participating in the Key Action.
4. Provide the target date for milestones and completion of the Key Action.
5. Provide a clear metric for how success of the Key Action will be measured.
6. Identify the funding source(s) for the Key Action.
    - Note: At a minimum, all funding sources listed in Section IV.A.3.b.ii. of the HHAP 6 NOFA, excluding any that are unavailable to the region within the grant term (FY24/25-FY28/29), must be identified as funding sources for at least one Key Action within the System Performance Measures Improvement Plan.
7. Describe how the funding source(s) will contribute to the achievement of the Key Action.

    - Note: For HHAP 6-funded Key Actions, include the eligible use category or categories as applicable.

8. Describe how the Key Action will address system performance disparities and ensure racial and gender equity in at least one of the following areas: Service Delivery, Housing Placements, Housing Retention, Changes to procurement, or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Available Funding Sources in the Region

If applicable, list any funding sources mentioned in Section IV.A.3.b.ii. of the HHAP 6 NOFA that are not available in the region within the grant term (FY24/25-FY28/29).

Available Funding Sources NOT within the Region Narrative
The No Place Like Home Program, The California Emergency Solutions Grants Program,

Key Actions to Improve the Region's CA SPMs

Guidance:

Please note that all Key Actions are numbered to ensure Key Actions may be easily referenced in later parts of the regional application. Applicants can refer to the # provided. E.g., Key Action 1, Key Action 2, etc.

Key Actions

Key Action 1

Description
Expand the impact of Street Outreach through: increasing street outreach staffing, especially the number of bilingual staff; expanding the types of services provided by street outreach, including street medicine, in-field CES assessments, behavioral health services, intensive housing-focused case management, and shower services; and expanding geographic coverage and hours of availability, including strategically deploying street outreach services at locations with high concentrations of people experiencing unsheltered homelessness.

Identify which CA SPM(s) will be improved by Key Action 1 and how.

SPM Improvement Plan for Key Action 1

CA SPM	Specific description of how Key Action 1 will improve this CA SPM
CA SPM 1a	Increasing the geographic reach, variety of services, and availability of street outreach and case management will increase the number of people accessing homelessness services.
CA SPM 1b	Increasing the number of people accessing outreach services and housing-focused case management will result in fewer people experiencing unsheltered homelessness.
CA SPM 2	Increasing the number of people accessing homelessness services will result an increase in people accessing homelessness services for the first time.
CA SPM 3	Increasing housing-focused services to people experiencing unsheltered homelessness will result in more exits to permanent housing.
CA SPM 4	Increasing the availability of housing-focused services to people experiencing unsheltered homelessness will speed up successful exits from street outreach, lowering the average length of time spent homeless.
CA SPM 6	Increasing accessibility and types of housing-focused services to people experiencing unsheltered homelessness will result in increased successful exits from street outreach.

Clear metric for how success of Key Action 1 will be measured
The key action's success metrics will be tracked through an unsheltered homelessness dashboard and regularly updated by-name-lists. The metrics include: increased number of people enrolled in a street outreach program; increased number of Hispanic/Latine/x/o/a people enrolled in a street outreach program; increased number of people enrolled in street outreach intensive case management; increased number of Hispanic/Latine/x/o/a people enrolled in both intensive street outreach case management; increased number of referrals to medical and behavioral health services from street outreach; increased number of resolved encampments.

Lead Entity for Key Action 1
San Mateo County

Collaborating entity/ies for Key Action 1
Daly City/San Mateo County CoC CA-512, Redwood City, Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, South San Francisco

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 1

Milestones for Key Action 1	Target dates for Key Action 1 milestones
Implement and provide field-based services at ERF encampment sites, including diversion, Coordinated Entry Assessments, referrals to shelters, and connections to housing.	7/31/2025
Collaborate with Public Health and Policy Planning (PHPP) to implement specialized psychiatric case management and counseling for eligible	7/31/2027

people living with mental illness in ERF encampments.	
Closure of ERF-3 CHEZ encampments.	6/30/2027

Target date for completing Key Action 1
6/30/2027

Funding Sources for Key Action 1

Funding Sources for Key Action 1

Funding source	Description of how the funding will contribute to the achievement of Key Action 1	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Encampment Resolution Fund (ERF-3-R)	ERF-3-R funds an increase in the number of street outreach staff who will provide on-site coordinated entry assessments, prevention and diversion supports, and housing-focused street outreach and case management. ERF-3 funds a wider variety of in-field services, including mobile showers, and public health and behavioral health clinicians. These expansions ensure program participants have necessary health care and increases trust. ERF-3 funds supplies, client assistance, and other tools necessary for staff to help program participants exit encampments into shelter or permanent housing. ERF-3 supports the convening of multi-disciplinary team (MDT) meetings that bring together outreach case workers, street medicine providers, psychiatric social workers, and housing intervention specialists. Meeting attendees collaborate to support program participants in reaching their housing goals and ending	

	their experience of unsheltered homelessness.
HHAP 2	HHAP 2 funds after-hours outreach services, and street outreach in multiple parts of the county, expanding geographic reach and availability of street outreach in San Mateo County.
HHAP 3	HHAP 3 funds after-hours outreach services, and street outreach in multiple parts of the county, expanding geographic reach and availability of street outreach in San Mateo County.
HHAP 4	HHAP 4 funds after-hours outreach services, and street outreach in multiple parts of the county, expanding geographic reach and availability of street outreach in San Mateo County.
HHAP 5	HHAP 5 funds after-hours outreach services, and street outreach in multiple parts of the county, expanding geographic reach and availability of street outreach in San Mateo County.
Net County Cost (NCC)/County General Funds	Net County Cost/County General Funds are used to fund after-hours outreach services, and street outreach in multiple parts of the county, expanding geographic reach and availability of street outreach in San Mateo County.
Measure K Sales Tax (Local Funding)	Measure K funds after-hours outreach services, and street outreach in multiple parts of the county, expanding geographic reach and availability of street outreach in San Mateo County.
CoC Unsheltered Supportive Services Only grant	The CoC Unsheltered supportive services grant funds street outreach, case management, and housing navigation to populations disproportionately experiencing homelessness, including those

	impacted by the criminal justice system.
CalWORKs	Outreach staff will refer households experiencing unsheltered homelessness who may qualify to the CalWorks program to support their financial capacity to access and maintain housing.
CalFresh	Outreach staff will refer households experiencing unsheltered homelessness who may qualify to the CalFresh program to support their capacity to access and maintain housing by offsetting some costs of living.
Supplemental Security Income/State Supplemental Program	Outreach staff will refer people experiencing unsheltered homelessness who may qualify to the SSI/SSP program or the Cash Assistance Program for Immigrants (CAPI) to support their ability to access and maintain housing.
Disability benefits advocacy	Outreach staff will refer people who may need assistance accessing disability benefits to one of the disability benefits advocacy programs active in San Mateo County, to support their ability to access and maintain housing.
Medi-Cal program	Outreach staff will refer people experiencing homelessness who may qualify to Medi-Cal so that they may access necessary health care that will support their ongoing health and housing stability.

Identify which of the following equity improvement areas will be addressed by Key Action 1.

Equity Areas for Key Action 1

Equity area	Description of how Key Action 1will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery	According to the 2024 PIT count, people experiencing unsheltered homelessness were disproportionately composed of Latine/x/o/a individuals and families, even compared to the general population experiencing homelessness. Targeting service delivery for these populations, including through the expansion of service availability in Spanish, will result in more equitable access to services.
Housing Placements	Increasing housing-focused street outreach services to the population experiencing unsheltered homelessness, which is disproportionately composed of Latine/x/o/a individuals and families, will increase housing placements including for those disproportionately experiencing homelessness.
Changes to procurement	The County added language to its contracts requiring providers to train staff in cultural competence and sensitivity, hire sufficient multilingual staff to meet program demand, and provide alternative solutions to engage with residents who do not speak the same language(s) as outreach staff. The County requires contractors provide evidence that these standards are being met during its contract compliance monitoring process. These changes are expected to result in more Black, Indigenous, and People of Color (BIPOC) households accessing and accepting outreach services, which will decrease the proportion of BIPOC amongst the population experiencing unsheltered homelessness.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating street outreach services provision through an equity lens and making strategic quality improvements to improve equitable outcomes. The County will also communicate with tribal government leaders regarding how to access job postings for client-facing roles within the homeless safety net system, such as CES diversion specialists and outreach staff, to improve awareness of opportunities and encourage applications from Indigenous staff.

Key Action 2

Description
Continuation, targeted expansion, and improvement of interim shelter, including through increasing the number of beds and increasing the availability of housing-focused case management in interim shelters.

Identify which CA SPM(s) will be improved by Key Action 2 and how.

SPM Improvement Plan for Key Action 2

CA SPM	Specific description of how Key Action 2 will improve this CA SPM
CA SPM 1b	Maintaining and increasing the number of interim shelter beds will reduce the number of people experiencing unsheltered homelessness on any given day.
CA SPM 3	Maintaining and increasing the number of beds and availability of housing-focused case management at interim shelters will result in increased exits to permanent housing.
CA SPM 4	Maintaining and increasing the number of interim shelter beds and housing-focused

	case management at interim shelters will result in a decrease in the average length of time spent experiencing homelessness.

Clear metric for how success of Key Action 2will be measured
The key action's success metrics will be tracked through a shelter dashboard, HMIS client enrollments, and regular communication with shelter providers. The metrics include: Increased number of interim shelter beds; Increased utilization rates of shelter beds; increase in enrollment in housing-focused case management services; increased number of exits to permanent housing; decreased average length of homelessness.

Lead Entity for Key Action 2
San Mateo County

Collaborating entity/ies for Key Action 2
CA-512 Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 2

Milestones for Key Action 2	Target dates for Key Action 2 milestones
Increase the number of interim shelter beds (36 beds) at WeHope shelter in East Palo Alto.	5/31/2025
Increase the number of interim shelter beds in the Inclement Weather Program (IWP).	11/30/2024
Expand services available through the IWP, including the number of activations, hygiene services, and CES assessments.	6/30/2027
Complete an evaluation of San Mateo County's interim shelter system and implement recommendations as reasonable.	6/30/2028

Target date for completing Key Action 2
6/30/2028

Funding Sources for Key Action 2

Funding Sources for Key Action 2

Funding source	Description of how the funding will contribute to the achievement of Key Action 2	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 1	HHAP 1 funds were used to add beds to the Safe Harbor shelter in South San Francisco and WeHOPE shelter in East Palo Alto.	
HHAP 2	HHAP 2 funds were used to add	

	interim shelter beds to the WeHOPE shelter in East Palo Alto.	
HHAP 3	HHAP 3 funds will be used to support ongoing operations at shelter sites in the region.	
HHAP 4	HHAP 4 funds will be used to support ongoing operations at multiple shelter sites in the region.	
HHAP 5	HHAP 5 funds will be used to support ongoing operations at multiple shelter sites in the region.	
HHAP 6	HHAP 6 will be used to support ongoing operating costs at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City	Navigation Centers
HHAP 6	HHAP 6 will be used to support administrative costs associated with administering the grant's use for Navigation Centers and Interim Housing Operating Expenses	Administrative Costs
HHAP 6	HHAP 6 will be used to support operating costs at a new interim shelter serving transitional age youth.	YSA: Operating Expenses – Interim Housing
Measure K Sales Tax (local funding)	Measure K funds operations of the FY24/25 Inclement Weather Program, the Non-congregate Coast House shelter in Half Moon Bay, the non-congregate Pacific Shelter and El Camino House in the City of San Mateo, the Safe Harbor shelter in South San Francisco, the Navigation Center in Redwood City, and the Overflow shelter program, which opens rooms at motels for families experiencing homelessness when the regular family shelter is full. In FY24/25, Measure K funds also supported operations at the Daybreak	

	shelter for youth.
The Homekey Program	Homekey funds ongoing operations at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City.
The Community Development Block Grant - Cares (CBDG-CV)	CBDG-CV will be used to fund ongoing operations at the El Camino house interim shelter in the City of San Mateo
Mental Health Services Act and Behavioral Health Services Act	MHSA/BHSA will be used to provide temporary animal foster care needed by adult and older adult clients with severe mental illness or substance use disorders for whom animal care is an urgent barrier to receiving a higher level of care, such as residential treatment or hospitalization, or maintaining their housing stability and wellness.
Net County Cost (NCC)/County General Funds	Net County Cost will be used to fund ongoing operations at the Family Shelter, the Safe Harbor shelter in South San Francisco, the WeHope shelter in East Palo Alto, the Navigation Center in Redwood City, and El Camino House in the City of San Mateo.
The American Rescue Plan Act (ARPA)	ARPA will be used to fund ongoing operations at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City.
Building Homes and Jobs Act	Funds under the Permanent Local Housing Allocation (PLHA) of the Building Homes and Jobs Act will be used to fund ongoing operations at the County's largest non-congregate interim shelter, the Navigation Center in Redwood City.
Childcare and development	Shelter staff will refer families experiencing sheltered homelessness to child care and

	development programs to support their ability to work and earn income that supports their ongoing housing stability.
In-home supportive services	Shelter staff will refer people experiencing sheltered homelessness who may not be able to independently manage activities of daily living to In-Home Supportive Services (IHSS), so that when they access housing they will have support to maintain their health and housing stability.
Child welfare	Shelter staff collaborate with the Child and Family Services division to provide families at the intersection of homelessness and child welfare with services to support family unification and housing stability
Disability benefits advocacy	Shelter staff will refer people who may need assistance accessing disability benefits to one of the disability benefits advocacy programs active in San Mateo County, to support their ability to access and maintain housing.
Medi-Cal program	Shelter staff will refer people experiencing homelessness to Medi-Cal so that they may access necessary health care that will support their ongoing health and housing stability.

Identify which of the following equity improvement areas will be addressed by Key Action 2.

Equity Areas for Key Action 2

Equity area	Description of how Key Action 2will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	According to the 2024 PIT Count, the population experiencing unsheltered homelessness is disproportionately composed of Black, Indigenous, and other People of Color (BIPOC) households. East Palo Alto, where the WeHOPE shelter is located, has a disproportionately high percentage of BIPOC residents compared to its neighboring cities. By increasing the number of beds and services at WeHOPE, the County estimates that the proportion of BIPOC households experiencing unsheltered homelessness will

	decrease.
Housing Placements	Increasing the capacity of WeHOPE shelter to provide housing-focused case management is expected to increase the proportion of BIPOC households accessing housing placements, as WeHOPE is located in a geographic area with a high concentration of BIPOC households.
Changes to procurement	The County added language to its interim shelter contracts that requires providing services that are culturally appropriate to the populations being served; implementing agency and program-level initiatives to address racial equity and participate in the Continuum of Care (CoC) and County equity initiatives, and training staff in cultural competence and sensitivity. The County requires contractors provide evidence that these standards are being met during its contract compliance monitoring process. These changes are expected to result in an expansion of BIPOC households accessing and accepting interim shelter services, which will decrease the proportion of BIPOC amongst the population experiencing unsheltered homelessness.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating interim shelter services provision through an equity lens and making strategic quality improvements to improve equitable outcomes. The County will also communicate with tribal government leaders regarding how to access job postings for client-facing roles within the homeless safety net system, such as shelter staff, to improve awareness of opportunities and encourage applications from Indigenous staff.

Key Action 3

Description
Evaluate the effectiveness of various homelessness system components (Coordinated Entry, ERF-3-R program, Shelters, Emergency Financial Assistance, Rapid Rehousing, etc.) and make improvements based on results.

Identify which CA SPM(s) will be improved by Key Action 3 and how.

SPM Improvement Plan for Key Action 3

CA SPM	Specific description of how Key Action 3 will improve this CA SPM
CA SPM 1a	Making improvements to the Coordinated Entry System (CES) based on evaluation results will lead to improved access to homeless services, thereby increasing the number of people accessing homeless services.
CA SPM 1b	Making improvements to the CES, the Shelter system, and ERF-3-R program components based on evaluation results will lead to improved access to shelter and/or permanent housing and fewer people experiencing unsheltered homelessness.
CA SPM 2	Making improvements to the Coordinated Entry system based on evaluation data will result in improved access to homelessness services, thereby increasing the number of people accessing services for the first time.
CA SPM 3	Making improvements to the CES, Shelter system, rapid rehousing programs, and

	ERF-3-R components will result in increased permanent housing exits.
CA SPM 4	Making improvements to the CES, Shelter system, and ERF-3-R programs will result in a decrease in the average length of time people experience homelessness.
CA SPM 5	Making improvements to the SMC emergency financial assistance programs and rapid rehousing programs will result in a decrease to the percent of people who return to homelessness.
CA SPM 6	Making improvements to the CES, Shelter system, and ERF-3-R programs will result in a decrease in the average length of time people experience homelessness.

Clear metric for how success of Key Action 3will be measured
The key action's success metrics will be measured by the number of evaluations completed, the number of actionable recommendations, and the number of process and programmatic changes as a direct result of the evaluations.

Lead Entity for Key Action 3
San Mateo County

Collaborating entity/ies for Key Action 3
Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 3

Milestones for Key Action 3	Target dates for Key Action 3 milestones
Implement recommendations from the Rapid Rehousing Evaluation	7/31/2026
Complete evaluation of San Mateo County (SMC) shelters, review results, and implement recommendations	6/30/2028
Complete evaluation of SMC's coordinated entry system, review results, and implement recommendations	12/31/2026
Complete evaluation of the SMC emergency financial assistance programs, review results, and implement recommendations	12/31/2026
Complete evaluation of SMC's ERF-3-R program, review results, and implement recommendations	7/31/2028
Expand and improve service provider facing data dashboards to support quality improvement efforts	7/31/2028

Target date for completing Key Action 3
8/31/2028

Funding Sources for Key Action 3

Funding Sources for Key Action 3

Funding source	Description of how the funding will contribute to the achievement of Key Action 3	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Measure K Sales Tax (Local Funding)	Measure K sales tax is used to fund third-party evaluations of San Mateo County's shelter system, CES, rapid rehousing programs, and emergency financial assistance programs.	
HHAP 3	HHAP 3 will fund additional HMIS licenses with which the County and CoC participating agencies will collect and analyze data.	
HHAP 4	HHAP 4 will fund additional HMIS licenses with which the County and CoC participating agencies will collect and analyze data.	
Encampment Resolution Fund (ERF-3-R)	ERF-3-R funds will be used to assess local implementation of the ERF-3-R program for potential improvements and scalable best practices.	
Net County Cost (NCC)/County General Funds	NCC funds staff positions in the Center on Homelessness tasked with reviewing evaluations and implementing recommendations.	

Identify which of the following equity improvement areas will be addressed by Key Action 3.

Equity Areas for Key Action 3

Equity area	Description of how Key Action 3will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	All evaluations performed will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in service delivery and address disparities in system performance measures.
Housing Placements	All evaluations performed will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in housing placements and address disparities in system performance measures.

Housing Retention	All evaluations will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in housing retention and address disparities in system performance measures.
Changes to procurement	All evaluations will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify changes to the procurement process that will result in reducing disparities in system performance measures.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating homelessness services provision through an equity lens and making strategic quality improvements to improve equitable outcomes. The County will also facilitate communication between County staff and tribal governments in order to ensure their perspectives are included in system planning and evaluation efforts.

Key Action 4

Description
Improve public messaging (online and at targeted physical locations) on how to access the homelessness system of care, and opportunities to transition from short-term to long-term housing supports.

Identify which CA SPM(s) will be improved by Key Action 4 and how.

SPM Improvement Plan for Key Action 4

CA SPM	Specific description of how Key Action 4 will improve this CA SPM
CA SPM 1a	Improved advertising of how to access homelessness services, including homelessness prevention services, will result in a greater number of people accessing homelessness services
CA SPM 2	Improved advertising of how to access homelessness services, including prevention services, will result in a greater number of people accessing homelessness services for the first time.

Clear metric for how success of Key Action 4 will be measured
The key action's success metrics will be tracked through a homelessness dashboard. The metrics include: Increased number of people enrolled in homelessness services; increased number of BIPOC people enrolled in homelessness services; increased number of people with a Coordinated Entry (CE) assessment; increased number of BIPOC people with a coordinated entry assessment.

Lead Entity for Key Action 4
San Mateo County

Collaborating entity/ies for Key Action 4
Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 4

Milestones for Key Action 4	Target dates for Key Action 4 milestones
Consult Lived Experience Advisory Group on ways to improve public messaging on how to access homelessness services, including web and printed materials	6/30/2026
Complete evaluations of San Mateo's Coordinated Entry system, shelters, rapid rehousing programs, and emergency financial assistance program, and implement any recommendations relating to improved messaging, as feasible	6/30/2028
Identify locations in the community (e.g., encampments) where targeted outreach could result in increased connection to services and deploy additional outreach at these sites.	6/30/2028
Collaborate with the SMC Communications Specialist on developing and publishing video(s) explaining how to access homelessness services	6/30/2029
Collaborate with homelessness service providers, schools, faith-based organizations, disability services providers, tribal governments, and other service providers that interact with people at risk of or experiencing homelessness on improving their respective community's knowledge of and access to homelessness services.	6/30/2028

Target date for completing Key Action 4
6/30/2029

Funding Sources for Key Action 4

Funding Sources for Key Action 4

Funding source	Description of how the funding will contribute to the achievement of Key Action 4	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Net County Cost (NCC)/County General Funds	Net County Cost will fund a technical assistance contract to perform an evaluation of San Mateo County's Coordinated Entry System. County Staff, also funded through Net County Cost, will implement the evaluation's recommendations as feasible. Net County Cost will also fund staff who will be responsible for collaborating with various organizations to implement improvements to public	

	messaging.
Encampment Resolution Fund, Round 3 (ERF-3-R)	ERF-3 funds staff positions that collaborate with various service providers on implementing the ERF-3-R program's goals. Part of this includes sharing information with providers on how to access services, including how to access the pilot bridge housing program which supports clients transition from short-term to longer-term housing supports.
Private Funding (Chan Zuckerberg Initiative Grant)	The Lived Experience Analyst, whose position is funded through the Chan Zuckerberg initiative, will consult the Lived Experience Advisory Group on methods to improve public communication and implement suggestions as feasible.

Identify which of the following equity improvement areas will be addressed by Key Action 4.

Equity Areas for Key Action 4

Equity area	Description of how Key Action 4will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	All evaluations will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that these evaluations will identify methods to improve equity in service delivery.
Housing Retention	The Emergency Financial Assistance evaluation and the Rapid Rehousing evaluation will include stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. Redress methods are expected to include improvements to public marketing of services, which the County anticipates will result in a greater and more equitable rate of housing retention for people enrolled in these programs.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	The County will ensure all materials developed and published as a result of this key action will be available in multiple languages. The County expects that the feedback received from the Lived Experience Advisory Group, evaluations, and partners, will include recommendations on how to improve equitable access to housing and services.

Key Action 5

Description
Enhance and expand training available to service provider staff, including trainings on tenants' rights, access to Coordinated Entry, confronting implicit bias, data entry, and other trainings as determined through data analysis.

Identify which CA SPM(s) will be improved by Key Action 5 and how.

SPM Improvement Plan for Key Action 5

CA SPM	Specific description of how Key Action 5 will improve this CA SPM
CA SPM 1a	Providing trainings to service provider staff on accessing Coordinated Entry will result in a larger number of people accessing homelessness services.
CA SPM 1b	Providing trainings to service provider staff on tenants' rights will result in a smaller number of people experiencing unsheltered homelessness, as it will enable diversion staff to support their clients to maintain housing and avoid returning to homelessness.
CA SPM 2	Providing trainings to service provider staff on accessing Coordinated Entry will result in a larger number of people accessing homelessness services for the first time.
CA SPM 3	Providing staff with implicit bias trainings will result in more people engaging with services for periods of time long enough to get assistance to exit to permanent housing.
CA SPM 5	Providing staff with tenant's rights trainings will result in fewer people returning to homelessness after 6 months.
CA SPM 6	Increasing trainings to service provider staff on data entry will result in a higher recorded number of successful exits from street outreach.

Clear metric for how success of Key Action 5will be measured
The key action's success metrics will be measured by tracking the trainings and participation. The metrics include: Increase in number of provided trainings, increase in number of staff attending trainings, increase in number of trainings hosted by the County, increase in number of recorded successful exits from street outreach.

Lead Entity for Key Action 5
San Mateo County

Collaborating entity/ies for Key Action 5
Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 5

Milestones for Key Action 5	Target dates for Key Action 5 milestones
Implement data entry refresher trainings for outreach staff and continue to host them on a regular basis for quality improvement	7/31/2024

Provide tenants' rights trainings to provider staff	5/31/2025
Provide Confronting Implicit Bias in the Homelessness Response System training series for providers including: (1) Creating a more inclusive and equitable system of care: combating implicit bias (2) serving LGBTQIA+ clients and the equal access rule (3) serving clients with complex health needs (4) serving clients with criminal records (5) serving clients with custodial trauma.	6/30/2025
Provide trainings to providers including (1) NSPIRE Compliance overview (2) VAWA requirements for CoC and ESG providers (3) Equal Access and serving LGBTQIA+ participants (4) Best practices for homeless and housing services: trauma informed, low barrier, person centered services (5) Work readiness strategies for participants in homeless programs (6) housing-focused case management (7) motivational interviewing and harm reduction for housing stability (8) best practices for serving older adults (9) CoC compliance/HUD documentation (10) understanding and addressing intersectional disparities in homeless services and housing, and three additional trainings as recommended to address findings from program evaluations.	6/30/2026

Target date for completing Key Action 5
6/30/2026

Funding Sources for Key Action 5

Funding Sources for Key Action 5

Funding source	Description of how the funding will contribute to the achievement of Key Action 5	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 2	HHAP 2 funds will expand a contract with a technical assistance provider to add 6 additional trainings.	
Net County Cost (NCC)/County General Funds	NCC will fund a contract with a technical assistance provider to provide trainings, evaluate training success, and make improvements to trainings on an ongoing basis.	

Identify which of the following equity improvement areas will be addressed by Key Action 5.

Equity Areas for Key Action 5

Equity area	Description of how Key Action 5will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)

Service Delivery	The County and CoC anticipate that providing frontline staff with trainings on serving LGBTQIA+ clients and the equal access rule, serving clients with complex health needs, serving clients with criminal records, and serving clients with custodial trauma, and implicit bias trainings will result in more equitable service delivery with respect to race and gender.
Housing Placements	The County and CoC expect that providing frontline staff with trainings on implicit bias, serving LGBTQIA+ clients and the equal access rule, serving clients with complex health needs, serving clients with criminal records, and serving clients with custodial trauma will result in more equitable engagement in services, subsequently resulting in more equitable housing placement outcomes with respect to race and gender.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating homelessness services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

Key Action 6

Description
Expand and improve prevention and diversion approaches and strategies for people at risk of homelessness.

Identify which CA SPM(s) will be improved by Key Action 6 and how.

SPM Improvement Plan for Key Action 6

CA SPM	Specific description of how Key Action 6 will improve this CA SPM
CA SPM 1b	Expanding and improving prevention and diversion strategies will result in fewer people entering unsheltered homelessness, thereby decreasing the total number of people experiencing unsheltered homelessness by limiting inflow.
CA SPM 1a	Expanding and improving prevention and diversion strategies will result in fewer people entering homelessness, thereby decreasing the total number of people experiencing homelessness by limiting inflow.

Clear metric for how success of Key Action 6 will be measured
The County anticipates the Emergency Financial Assistance evaluation will recommend how to measure improved targeting of emergency financial assistance to vulnerable households. The key action's success metrics will also be measured through HMIS reports that show increased enrollment in the Coordinated Entry System and increased proportion of EFA program participants who remain housed 6 months after receiving financial assistance.

Lead Entity for Key Action 6
San Mateo County

Collaborating entity/ies for Key Action 6

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 6

Milestones for Key Action 6	Target dates for Key Action 6 milestones
Develop and implement prioritization tool for homelessness prevention	12/31/2025
Complete evaluation of the Emergency Financial Assistance (EFA) program and implement recommendations as feasible.	12/31/2026
Complete evaluation of San Mateo’s Coordinated Entry system (CES) and implement any recommendations, as feasible	6/30/2026
Implement and provide field-based diversion services at ERF encampment sites, including diversion, Coordinated Entry Assessments, referrals to shelters, and connections to other types of housing.	6/30/2027

Target date for completing Key Action 6
6/30/2027

Funding Sources for Key Action 6

Funding Sources for Key Action 6

Funding source	Description of how the funding will contribute to the achievement of Key Action 6	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Measure K Sales Tax (Local Funding)	Measure K funds an EFA program contract, which provides financial assistance to qualifying households at risk of homelessness. The EFA program will implement improvements on the basis of the EFA evaluation recommendations. Measure K also funds the Diversion and Coordinated Entry Services contract. The Diversion and Coordinated Entry Services program will implement improvements based on evaluation recommendations.	
Encampment Resolution Fund, Round 3 (ERF-3-R)	ERF-3-R funds field-based diversion services at encampments	

Community Services Block Grant (CSBG)	CSBG funds an EFA program contract, which provides financial assistance to qualifying households at risk of homelessness. The EFA program will implement improvements on the basis of the EFA evaluation recommendations.
Supplemental Security Income/State Supplemental Program	Diversion staff will refer people who may qualify to the SSI/SSP program or Cash Assistance Program for Immigrants (CAPI) to support their ongoing financial stability.
Disability benefits advocacy	Diversion staff will refer people who may need assistance accessing disability benefits to one of the disability advocacy programs active in San Mateo County.
Medi-Cal program	Diversion staff will refer people who may qualify to Medi-Cal so that they may access necessary health care that will support their ongoing health and housing stability.

Identify which of the following equity improvement areas will be addressed by Key Action 6.

Equity Areas for Key Action 6

Equity area	Description of how Key Action 6will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	In-field ERF Diversion Specialists will remove barriers by providing in-field diversion and prevention services including CES assessments to individuals who may not otherwise visit a Core Service Agency in person. This increased service delivery will result in an increase of shelter referrals and housing intervention matches.
Housing Placements	All program evaluations include stratifying data based on race, ethnicity, gender, etc. Recommended improvements to the Diversion and prevention programs are expected to improve equity with respect to race and gender in housing placements.
Other means of affirming racial and ethnic groups that are overrepresented among residents	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating diversion and prevention services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

experiencing homelessness have equitable access to housing and services.

Key Action 7

Description
Continue housing navigation services to support people experiencing homelessness with enrolling in permanent housing programs and through lease-up.

Identify which CA SPM(s) will be improved by Key Action 7 and how.

SPM Improvement Plan for Key Action 7

CA SPM	Specific description of how Key Action 7 will improve this CA SPM
CA SPM 3	Continuing housing navigation will result in more people exiting homelessness to permanent housing
CA SPM 1b	Continuing housing navigation will support people who are experiencing unsheltered homelessness exit to permanent housing, thereby decreasing the number of people experiencing unsheltered homelessness.
CA SPM 6	Continuing housing navigation will support people who are experiencing unsheltered homelessness exit to permanent housing, thereby increasing the number of successful exits from street outreach.

Clear metric for how success of Key Action 7 will be measured
The key action's success metrics will be tracked through HMIS reports and public-facing homelessness dashboards. The metrics include: increase in permanent housing placements and increase in number of recorded successful exits from street outreach.

Lead Entity for Key Action 7
San Mateo County

Collaborating entity/ies for Key Action 7
Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 7

Milestones for Key Action 7	Target dates for Key Action 7 milestones
Continue to coordinate referrals through the Coordinated Entry System to the Housing Authority's housing navigation program to connect households to permanent housing.	6/30/2029

Target date for completing Key Action 7
6/30/2029

Funding Sources for Key Action 7

Funding Sources for Key Action 7

Funding source	Description of how the funding will contribute to the achievement of Key Action 7	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
CoC Unsheltered Supportive Services Grant (CoC SSO)	CoC SSO funds street outreach, case management, and housing navigation to populations disproportionately experiencing homelessness, including those impacted by the criminal justice system.	

Identify which of the following equity improvement areas will be addressed by Key Action 7.

Equity Areas for Key Action 7

Equity area	Description of how Key Action 7will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating housing navigation services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

Key Action 8

Description
Expand coordination with institution-facing providers on connecting eligible clients in institutions to supportive services prior to their exit to decrease institutional exits to homelessness.

Identify which CA SPM(s) will be improved by Key Action 8 and how.

SPM Improvement Plan for Key Action 8

CA SPM	Specific description of how Key Action 8 will improve this CA SPM
CA SPM 1a	Collaborating with institution-facing providers to connect eligible people in institutions to supportive services prior to exit will increase the number of people accessing homelessness services.
CA SPM 1b	Connecting eligible people in institutions with supportive services prior to their exit will prevent exits to unsheltered homelessness, thereby decreasing the number of people experiencing unsheltered homelessness.
CA SPM 2	Connecting eligible people in institutions with supportive services including homelessness services prior to their exit will increase the proportion of individuals

	accessing homelessness services for the first time.

Clear metric for how success of Key Action 8 will be measured
The key action's success metrics will by tracked through HMIS reports, service provider reports, and public-facing homelessness dashboards. The metrics include: Increase in the number of people in institutions that receive a CE assessment prior to release; Increase in enrollments in rapid rehousing or emergency financial assistance programs; Increase in the percentage of people who are successfully diverted from homelessness, especially unsheltered homelessness, post-institutional release; increase in the proportion of people accessing homelessness services for the first time; decrease of the population experiencing homelessness; Decrease in proportion of people experiencing homelessness that have a disabling condition, have been incarcerated, or had been enrolled in Child or Adult protective services.

Lead Entity for Key Action 8
San Mateo County

Collaborating entity/ies for Key Action 8
Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 8

Milestones for Key Action 8	Target dates for Key Action 8 milestones
Implement Pilot program with Health agencies to send CES housing referrals to both health case managers and homelessness case managers, so that clients enrolled in health case management but not homelessness case management can be linked to permanent housing resources.	9/30/2024
Integrate Health Plan of San Mateo into the HMIS data sharing agreement to facilitate referrals to the CES and referrals to CalAIM benefits including Community Supports (CS) and Enhanced Care Management (ECM).	2/28/2025
Execute MOU with the Health Plan of San Mateo County to continue collaboration.	3/31/2024
Integrate Behavioral Health and Recovery Services into the HMIS data sharing agreement to facilitate referrals to the CES.	7/31/2025
Continue collaboration with Case Managers in correctional facilities and the San Mateo Medical Clinic to connect eligible clients to the CES and other services, such as emergency shelter, prior to exit to ensure they are not exited to unsheltered homelessness.	8/31/2025
Pilot a referral process to connect Behavioral Health and Recovery Services (BHRS) clients that have been placed in out-of-county hospitals to homeless services through direct referrals to the CES.	8/31/2025
Collaborate with the Aging and Disability Services division to connect seniors enrolled in APS services to the CES and Emergency Financial Assistance Program.	6/30/2027

Continue collaborations between Children and Family Services, the Housing Authority of San Mateo, and services providers to connect children exiting the foster care system to supportive services and resources to prevent them from entering homelessness.	6/30/2029
Develop partnerships with local schools (high schools, community colleges, etc.) and community spaces serving youth to improve youth access to prevention and homelessness services.	6/30/2027

Target date for completing Key Action 8
6/30/2029

Funding Sources for Key Action 8

Funding Sources for Key Action 8

Funding source	Description of how the funding will contribute to the achievement of Key Action 8	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 2	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 3	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 4	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 5	HHAP youth set aside funding is used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	
HHAP 6	HHAP youth set aside funding will be used to support a rapid rehousing program for transitional-age youth, including those exiting the foster care system.	YSA: Rapid Rehousing/ Rental Subsidies
Bringing Families Home (BFH)	The BFH program, administered	

	by Children and Family Services, helps families involved in the Child welfare system connect with prevention and rapid rehousing assistance to prevent them from entering homelessness. Program staff will refer families to supportive programs such as CalFresh, CalWorks, child care services, and other financial resources to support their access to housing and housing stability.
Adult protective services	Aging and Disability Services administers the Home Safe program, which connects adults involved in the adult protective services program connect to prevention, rapid rehousing, and housing navigation assistance to prevent exits to homelessness. Staff will refer program participants to supportive programs such as IHSS, SSI/SSP, CAPI, Medi-Cal, Disability Benefits Advocacy, and other resources to support their access to housing and housing stability.
The Family Unification Plan (FUP) Program	The Housing Authority of San Mateo County collaborates with the Division of Children and Family services to connect people exiting foster care with temporary housing vouchers to prevent them from entering homelessness.
Parolee or probation programs that are intended to prevent homelessness upon release.	Diversion specialists will collaborate with staff in parolee or probation programs (e.g., the Service Connect program) to ensure people who are incarcerated will have supportive services and resources to prevent their entry into homelessness upon release.
CalAIM	CalAIM will be used to connect people in institutions (jail, adult protective services, hospitals,

	etc.) to Enhanced Care Management, Community Supports, and health services prior to their program exit to ensure they have access to necessary medical, mental, and financial resources.	
Measure K Sales Tax (Local Funding)	Measure K provides clients with emergency financial assistance, e.g., rental payments, moving costs, etc., to prevent them from entering homelessness. People in institutions will be referred to the Emergency Financial Assistance program through a coordinated entry assessment. Measure K also funds staffing for the Coordinated Entry System Staff, who receive and process referrals to the Coordinated Entry System. These referrals include those from correctional facilities, BHRS, hospitals, and other sources, and staff provide diversion support and referrals to services such as interim shelter and financial assistance.	
HHAP 6	HHAP 6 will be used to support administrative costs associated with administering the grant's use for HHAP youth set aside rapid rehousing	Administrative Costs

Identify which of the following equity improvement areas will be addressed by Key Action 8.

Equity Areas for Key Action 8

Equity area	Description of how Key Action 8will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	Black, Indigenous, and other People of Color (BIPOC) are overrepresented in the foster care system, adult protective services, Prisons, and Jails. Interrupting the pipelines from these institutions to homelessness will impact the inflow of BIPOC individuals entering homelessness, decreasing the disproportionality of their representation in the population experiencing homelessness.
Housing Placements	BIPOC are overrepresented in the foster care system, adult protective services, Prisons, and Jails. Interrupting the pipelines from these institutions to homelessness will increase the proportion of BIPOC individuals accessing

	housing placements decreasing the disproportionality of their representation in the population experiencing homelessness.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Continue collaborating with the CoC Racial Equity Committee and Homelessness Services providers on evaluating street outreach services provision through an equity lens and making strategic quality improvements to improve equitable outcomes.

Key Action 9

Description
Continue coordination of the Lived Experience Advisory Group (LEAG), implementation of the LEAG's recommendations, and exploration of new methods to meaningfully incorporate the feedback of people with Lived Experience in program planning.

Identify which CA SPM(s) will be improved by Key Action 9 and how.

SPM Improvement Plan for Key Action 9

CA SPM	Specific description of how Key Action 9 will improve this CA SPM
CA SPM 1a	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in expanded access to the Coordinated Entry System and the homelessness response system.
CA SPM 1b	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in decreasing the number of people experiencing unsheltered homelessness.
CA SPM 2	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in improved connection to services for people who become homeless for the first time
CA SPM 3	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in increased exits to permanent housing.
CA SPM 4	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in decreased returns to homelessness.
CA SPM 5	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in a decrease in the average length of days experiencing homelessness.
CA SPM 6	The County and CoC expect that the implementation of future guidance from the Lived Experience Advisory Group and other people with Lived Experience will result in increased successful exits from street outreach.

Clear metric for how success of Key Action 9 will be measured
Success metrics include increased number of recommendations received, increased number of programs and policies shaped by feedback from people with Lived Experience, and an increase in the number of people that have participated in one of the Lived Experience feedback mechanisms.

Lead Entity for Key Action 9
San Mateo County

Collaborating entity/ies for Key Action 9
Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 9

Milestones for Key Action 9	Target dates for Key Action 9 milestones
Initial planning meetings with CoC participating agencies on Lived Experience Feedback	5/31/2025
Additional planning meetings with CoC participating agencies on meaningfully incorporating Lived Experience Feedback in program planning	12/31/2025
Launch a public-facing website and phone line to simplify the process of submitting direct feedback to the County's Center on Homelessness	12/31/2025
Collaborate with the County's Public Information Office, community partners, and tribal governments on increasing awareness of opportunities for people with Lived Experience to provide direct impact	12/31/2027
Explore administering programs recommended by the Lived Experience Advisory Group, including a peer support program	12/31/2027
Implement method for people with lived experience to meaningfully participate in the contracting and procurement process, potentially including collaborating on the development and review of requests for proposals	5/31/2028
Review and implement actionable recommendations from evaluations regarding Lived Experience Feedback	7/31/2028

Target date for completing Key Action 9
7/31/2028

Funding Sources for Key Action 9

Funding Sources for Key Action 9

Funding source	Description of how the funding will contribute to the achievement of Key Action 9	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key

		Action.
HHAP 3	HHAP 3 funding will support the Lived Experience Analyst, who will work with the Lived Experience Advisory Group.	
HHAP 4	HHAP 4 funding will support the Lived Experience Analyst, who will work with the Lived Experience Advisory Group.	
Encampment Resolution Fund, Round 3 (ERF-3-R)	ERF-3 will include an evaluation of the ERF program that will include consulting people with Lived Experience to inform recommendations.	
Private Funding (Chan Zuckerberg Initiative Grant)	The Lived Experience Analyst, whose position is funded through the Chan Zuckerberg initiative, will work with the Lived Experience Advisory Group.	
Measure K Sales Tax (Local Funding)	Measure K sales tax is used to fund third-party evaluations of San Mateo County's shelter system, CES, rapid rehousing programs, financial assistance programs. These evaluations all include gathering information from people with Lived Experience.	
Net County Cost (NCC)/County General Funds	Staff positions collaborating with the Public Information Officer on promoting opportunities to participate with the LEAG, and with reviewing information from evaluations and implementation of recommendations. Net County Cost also funds payments to LEAG members for their participation in LEAG activities.	

Identify which of the following equity improvement areas will be addressed by Key Action 9.

Equity Areas for Key Action 9

Equity area	Description of how Key Action 9will address system performance disparities and ensure racial and gender equity in this area (choose one

	at a minimum, or more)
Service Delivery	All evaluations performed will include consulting people with lived experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that the ERF-3 and shelter evaluations will identify methods to improve equity in service delivery.
Housing Placements	All evaluations performed will include consulting people with lived experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The County anticipates that the Coordinated Entry evaluation will identify methods to improve equity in housing placements.
Housing Retention	The Emergency Financial Assistance evaluation will include gathering information from people with lived experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. The RRH evaluation also included these data. Redress methods will be implemented through making changes to service contracts, by issuing system guidelines, and by improving public marketing of services.
Changes to procurement	All evaluations performed will include gathering information from people with Lived Experience and stratifying data by race, ethnicity, and gender, to better understand causes of and methods to redress gender and race-based disparities. Redress methods will be implemented through making changes to service contracts. The County also anticipates that involving people with Lived Experience in the procurement process will inform changes that will result in more equitable outcomes.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Consultations with the Lived Experience Advisory Group and people with living experience of homelessness will include gathering information on ways to address system performance disparities and ensure racial and gender equity in the homelessness system of care

Key Action 10

Description
Sustain and expand the supply and availability of permanent affordable housing and supportive services within San Mateo County through exploring funding opportunities, innovative construction and financing methods, and collaborations between the County, the CoC, housing developers, service providers, and other partners.

Identify which CA SPM(s) will be improved by Key Action 10 and how.

SPM Improvement Plan for Key Action 10

CA SPM	Specific description of how Key Action 10 will improve this CA SPM

CA SPM 3	Expanding the supply and availability of permanent affordable housing in San Mateo County will increase exits to permanent housing
CA SPM 5	Expanding supportive services for people in permanent affordable housing in San Mateo County will decrease returns to homelessness from permanent housing

Clear metric for how success of Key Action 10 will be measured
Increase in the number of PSH beds in the housing inventory count; increase in the number of successful exits to permanent housing; decrease in percent of returns to homelessness.

Lead Entity for Key Action 10
San Mateo County

Collaborating entity/ies for Key Action 10
Daly City/San Mateo County CoC

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 10

Milestones for Key Action 10	Target dates for Key Action 10 milestones
Mental Health Association (MHA) begins offering Safe at Home program to all PSH clients. Safe at Home provides wraparound services to support formerly chronically homeless individuals maintain their permanent housing, improve their overall wellness and mental health, and other services to promote housing stabilization.	7/31/2024
Construction and lease-up completed of affordable housing properties with PSH units prioritized for 70 ERF-3 clients (340 total homeless set-aside units)	6/30/2027
Continue to explore employment resources that are available in the community to increase income and support housing stabilization	6/30/2029
Continue to collaborate with partners to expand supply of permanent affordable housing and associated services within San Mateo County	6/30/2029

Target date for completing Key Action 10
6/30/2029

Funding Sources for Key Action 10

Funding Sources for Key Action 10

Funding source	Description of how the funding will contribute to the achievement of Key Action 10	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Encampment Resolution Fund, Round 3 (ERF-3-R)	ERF-3 will be used to establish a Capitalized Operating Subsidy Reserve to support 10 units of	

	permanent supportive housing over a period of 15 years.
HHAP 2	HHAP 2 funding will be used for a construction and permanent financing loan of a permanent housing project serving eligible HHC and BHSA/MHSA clients for a period of 55 years.
HHAP 3	HHAP 3 funding will be used for a construction and permanent financing loan of a permanent housing project serving eligible HHC and BHSA/MHSA clients for a period of 55 years.
Federal American Rescue Plan Act (ARPA) funds	ARPA will support acquisition, construction, and operating costs of affordable housing developments with PSH units, for example, the 555 Kelley project in predevelopment in Half Moon Bay.
Measure K Sales Tax (Local Funding)	Measure K supports capital costs for multiple affordable housing sites with PSH units, including the Cypress Point project, the Colibri Commons project, and others. These projects include dedicated units for low-income seniors, families, farmworkers, former foster youth, and people with developmental disabilities. Measure K also funds long-term rental subsidies (locally funded housing vouchers) and operating costs for affordable housing units to improve their affordability for both residents and housing developers.
HOME Investment Partnerships Act	HOME Investment Partnerships Program (HOME) funds will be used for capital construction costs for affordable housing sites with units set-aside for formerly homeless households, for example, the Colibri Commons project currently under construction in East Palo Alto.

HOME Investment Partnerships American Rescue Plan Program (HOME-ARP)	HOME-ARP funds will be used for capital construction costs at an affordable housing site with 17 units set-aside for formerly homeless households.
Mental Health Services Act and Behavioral Health Services Act	MHSA/BHSA will be used for acquisition and construction of affordable housing projects with 55-year affordability covenants and carve-outs for people with a serious mental illness experiencing homelessness who qualify. The County has set a target of 40 MHSA supportive housing units during the current housing element planning period (2023-2031). Projects currently under construction include Colibri Commons and Monarch at Redwood.
Community Development Block Grant (CDBG)	CDBG funding will be used to support capital projects for housing development, acquisition and rehabilitation activities, for example the Magnolia Senior project under predevelopment.
Affordable Housing Impact Fees (Local Funding)	Funds generated from the County's Affordable Housing Impact fee are placed in a dedicated trust fund to finance affordable housing. One project in pre-development that will be partially financed through the impact fee is the Cypress Point project in unincorporated San Mateo County.
Moving to Work (MTW) Reserve Funds	MTW funds from the Housing Authority of San Mateo County (HACSM) are being used to fund capital costs at affordable housing sites with PSH-dedicated units. For example, the 493 Eastmoor project in under predevelopment and the Midway Village II project under construction, both in Daly City.
The National Housing Trust Fund	The County received an award of $5 million in National Housing

	Trust Fund/Local Housing Trust Fund program funds which will support capital costs at 1850 Maple, a 100% affordable housing project that includes 108 PSH units.
Building Homes and Jobs Act	The County makes its annual formula allocation of the Permanent Local Housing Allocation (PLHA) of the Building Homes and Jobs Act available to eligible affordable and homeless housing development activities.
The Housing for a Healthy California Program	Housing for Healthy California has been used to support new construction of permanent supportive housing projects, such as Middlefield Junction, Midway Village Phase 2, Monarch at Redwood, etc., and will also support the 493 Eastmoor project currently under predevelopment.
The Multifamily Housing Program	The Multifamily Housing Program supported capital costs at the currently under construction North Fair Oaks affordable housing development with homeless set-aside units.
Bay Area Housing Financing Authority (BAHFA)	BAHFA funding will be used to build new affordable housing and preserve existing affordable housing.
Tax Credits and Bonds	Through its Affordable Housing Fund (AHF) NOFA, the County helps projects with homeless units be more competitive for highly competitive tax credits/bonds. The NOFA requires a minimum of 5% of units to be reserved for people experiencing homelessness and includes competitive points for projects with a total of 25% units.
Philanthropy (Private Funding)	The Sobranto Foundation donated $5 million to the 1580 Maple affordable Housing project, currently under predevelopment.

	The project will include 110 affordable units, 108 of which will be PSH units.
HUD-Veterans Affairs Supportive Housing (VASH)	The Housing Authority of San Mateo County collaborates with service providers to connect veterans experiencing homelessness or at risk of homelessness with VASH Voucher rental subsidies.
Housing Choice Voucher (HCV) Program	The Housing Authority of San Mateo County collaborates with service providers to connect eligible populations experiencing homelessness with HCV rental subsidies.
Family Unification Program (FUP)	The Housing Authority of San Mateo County collaborates with the Division of Children and Family services to connect people exiting foster care with FUP housing vouchers to prevent them from entering homelessness.
Housing Stability Vouchers	The Housing Authority of San Mateo County collaborates with service providers to connect households fleeing or attempting to flee interpersonal violence with Housing Stability Voucher rental subsidies.
Emergency Housing Vouchers (EHVs)	Households that received EHVs during the Covid-19 pandemic will continue to access EHV rental subsidies until the program ends.
Mainstream Vouchers	The Housing Authority of San Mateo County collaborates with service providers to connect people experiencing homelessness and a disability to Mainstream Voucher rental subsidies.

Identify which of the following equity improvement areas will be addressed by Key Action 10.

Equity Areas for Key Action 10

Equity area	Description of how Key Action 10will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	All Housing developments adhere to Affirmatively Furthering Fair Housing rules. Projects are designed to facilitate deliberate action to address, combat, and redress disparities resulting from past patterns of segregation. This includes fostering and maintaining compliance with civil rights and fair housing laws, strategically placing housing developments to transform racially and ethnically concentrated areas of poverty into areas of opportunity, and strategies to address disparate access to housing and services.

4. HHAP-6 Funding Plan

State Priorities for HHAP 6 Funding: HHAP 6 is intended to reflect the state's priorities to prevent and expeditiously reduce unsheltered homelessness through homelessness prevention activities and sustain existing Interim Housing Solutions, and Permanent Housing Solutions, including long-term sustainability of interim housing and permanent affordable housing.

To complete the HHAP 6 Funding Plan:

1. Identify the Administrative Entity submitting the budget.
    - Provide the Tax ID/TIN, primary contact for the contract, contact email, contact phone, and address for where the HHAP 6 check will be mailed.
    - Provide the total dollar amount of the HHAP 6 allocation(s) being administered under the Funding Plan.
        - **Reminder: This must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.**
2. Describe all activities proposed to be funded by HHAP 6 in clear, specific terms, and:

    - Identify the HHAP 6 eligible use category under which each proposed activity is budgeted. Activities must be specific and may only be categorized under one eligible use category. Activities may not be categorized under multiple eligible use categories (including activities under the Youth Set Aside).
    - Provide the total dollar amount of HHAP 6 funding proposed for the activity.
        - **Reminder: Administrative costs may not exceed 7% of all monies received.**
        - **Reminder: The Youth Set Aside (YSA) amounts, when combined, must total at least 10% of all monies received.**
    - Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.
    - **The total HHAP 6 funding proposed for the activity** should account for all dollars budgeted toward that activity. These amounts, when added, must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.

3. Indicate whether the budget proposes to support ANY:

    - New Interim Housing (aside from those designated in the Youth Set Aside) and/or
    - Non-Housing Solutions.

Note: If the HHAP 6 budget proposes spending on New Interim Housing and/or Non-Housing Solutions, the region must document the sustainability of its permanent housing portfolio, as

outlined in NOFA section IV.A.4.c, in the next section of this application.

Funding Plans from Administrative Entity/ies in Daly/San Mateo County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?
San Mateo County

Tax ID
94-6000532

TIN
SMC_gov_taxpayer_id_form_01242025.pdf

Primary contact for the contract
Amy Davidson

Title
Director of the Center on Homelessness

Email
adavidson@smcgov.org

Phone
(650) 670-2546

Address where HHAP 6 check will be mailed
County of San Mateo, 555 County Center Drive, Redwood City, California 94063

Funding Plan - San Mateo County

$ Total HHAP-6 Allocation(s) Administering
$5,026,361.32

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1
HHAP-6 funding will be used to support operating costs at a 240-unit non-congregate interim shelter site where the County has projected a funding gap during the grant period. The Navigation Center of San Mateo County in Redwood City is a low-barrier, service-enriched shelter focused on connecting program participants to public benefits, health services, and income to facilitate their transition to stable, permanent housing as quickly as possible. The site allows animals/pets, the storage of possessions, and has units with space for partners and/or two-person households to stay together. Ongoing costs at the Navigation Center include but are not limited to on-site operations, housing-focused case management services, maintenance, and services coordination.

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1
Navigation Centers

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1
$4,171,879.90

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action 2

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2
The youth set-aside will support a rapid rehousing program for transitional age youth, including those exiting from institutions. The program provides temporary rental subsidies paired with supportive services to develop program participants' capacity to independently maintain housing.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2
YSA: Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2
$251,318.07

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action 8

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3
The youth set-aside will support operating costs for a new interim shelter supporting transitional age youth. The shelter will provide services including education and employment support, mental health support, connections to public benefits, and other services designed to support program participants to access stable, permanent housing as quickly as possible.

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3
YSA: Operating Expenses – Interim Housing

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3
$251,318.06

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve
Key Action 2

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4
HHAP 6 will support administrative costs associated with managing the HHAP 6 grant. This includes, but is not limited to, submitting monthly reports, developing expenditure plans, executing contracts, and other activities associated with grant compliance, monitoring, and implementation of the HHAP6 grant objectives.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4
Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4
$351,845.29

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve
Key Action 2, Key Action 8

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?
No

Does this budget propose to fund any Non-housing Solutions?

No

Housing Portfolio

Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

Steps to complete this section:

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

1. Identify the total existing Interim Housing shelters and beds (beds) in the region.

2. If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.

3. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.

4. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:

Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.

For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

1. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.

   Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.

2. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
3. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

To complete 4.d. Documentation of Youth Set Aside Requirement:

1. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l).

4.b. Sustainability of the Region's Interim Housing Portfolio

Region's Interim Housing Portfolio

Number of Existing Interim Beds (beds) within the Region
1,275

(If Applicable) Number of Interim Beds Proposed to be added within the grant term (FY24/25-28/29)
10

Total Estimated Capital and Operating Cost for the Existing and Proposed Beds during the grant term
$118,325,583.00

Funding Sources Realizing and Sustaining the Estimated Capital and Operating Costs for Beds in the Region within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Dedicated
HHAP-1	$1,014,444.00
HHAP-2	$151,309.00
HHAP-3	$836,500.00
HHAP-4	$2,766,031.00
HHAP-5	$2,155,598.00
HHAP-6	$4,423,198.00
HHAP-7	$5,000,000.00
Interest from HHAP Rounds 1-7	$1,600,000.00
Community Development Block Grant Program (CDBG)	$200,000.00
Permanent Local Housing Allocation Program (PLHA)	$275,000.00
Homekey	$6,266,748.00
Measure K Sales Tax (Local Funding)	$61,771,868.00
American Rescue Plan Act (ARPA)	$10,213,936.00
Net County Cost (NCC)/County General Funds	$21,660,951.00

Total Amount Dedicated Interim
$118,335,583.00

4.d. Documentation of Youth Set Aside Requirement

By checking the box below, I certify that at least 10 percent of each HHAP 6 allocation is set-aside for youth (defined in HSC 50216(l)), as required by HSC 50241(e).

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.
Yes

5. MOU and Certification

Steps to complete this section:

1. **Upload** the Memorandum of Understanding (MOU) as specified below.
2. **Complete** the certification to indicate all information included in this regional application is true and accurate.

Memorandum of Understanding (MOU)

Memorandum of Understanding (MOU)
HHAP6_MOU_draft_final.docx.pdf

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant
San Mateo County

Certification [ParticipatingEligibleApplicant]
On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name
Amy Davidson

Phone
(650) 670-2546

Email
adavidson@smcgov.org

Participating Eligible Applicant 2

Participating Eligible Applicant
Daly/San Mateo County CoC

Certification [ParticipatingEligibleApplicant]
On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name
Amy Davidson

Phone

Email

(650) 670-2546 adavidson@smcgov.org

Encampment Policy Commitment
San Mateo County Continuum of Care (CoC)
Draft: 10.10.25

Purpose

The State of California requires the San Mateo County CoC to have an encampment policy to be eligible the 6th round of HHAP (Homeless Housing Assistance and Prevention Program) funding. The CoC developed this policy to comply with the HHAP requirements in a way that aligns with best practices recommended by the US Interagency Council on Homelessness.

The San Mateo County CoC is committed to ending homelessness in the region through a person-centered, trauma-informed approach that enhances the well-being and safeguards the dignity of people experiencing homelessness. All previous CoC policies addressed actions of the CoC when acting in its defined CoC role. The CoC recognizes that there are circumstances where it will be necessary to clear encampments. To minimize the potential for trauma to the encampments' inhabitants or other damaging effects, and to ensure consistent alignment with the CoC's mission to end homelessness through a trauma-informed approach, this establishes the COC's policy with respect to encampment clearances.

Definitions

'Encampment' generally refers to any location where one or more individuals experiencing unsheltered homelessness have established a place of residence, and where the ongoing presence and conditions of the site could result in sustained or significant impacts to health, safety, public access, or infrastructure.

Encampments or encampment zones may exist on public or private land and are typically characterized by the presence of personal belongings, makeshift or semi-permanent structures, and repeated or prolonged habitation. Encampments may include individuals living in vans, RVs, or other vehicles.

Background

The local jurisdiction or property owner is the entity that makes all decisions regarding whether or not to take any enforcement action and if so, what action to take, determining and documenting the reason for the enforcement, determining the timeline, and conducting communication to residents. The local jurisdiction or property owner is further responsible for compliance with any applicable laws and regulations. While not responsible for enforcement, CoC stakeholders will partner with jurisdictions and property owners to support unsheltered individuals residing in encampments by providing homeless outreach services and other applicable services to residents of the encampment. Nothing in this policy should be interpreted to limit or override laws or rules established by the jurisdiction with enforcement authority; where a disagreement exists, the policy defers to laws and policies established by the jurisdiction with enforcement authority.

DRAFT

Encampment Policy Commitment
San Mateo County Continuum of Care (CoC)
Draft: 10.10.25

Policy

The policy aligns with the best practices recommended by the US Interagency Council on Homelessness by ensuring that services are strategically coordinated and deployed prior to any enforcement effort; encampment residents are connected to services to support their exit from homelessness; and people are treated with respect and dignity through the entire clearance process.

When addressing the needs of persons residing in encampments, particularly ahead of enforcement efforts, CoC stakeholders will collaborate with local jurisdictions to:

1. Employ person-centered, Housing First, and trauma-informed approaches.
2. Maintain awareness of interim housing capacity, including congregate and non-congregate shelter, that is available to serve persons in the encampment in question.
3. Coordinate with local jurisdictions to provide respectful/reasonable treatment of property from the encampment, including collecting, labeling, and storing personal property from the encampment (unless it is a health or safety hazard).
4. In the event that CoC members have responsibility over clearance activities, provide notice to encampment residents:
    a. Provide as much advance notice to vacate as possible. For non-urgent situations, a notice to vacate should be posted at least 48 hours before removal. Exigent circumstances may result in removal with less than 24 hours' notice.
    b. Include the following information in the notice:
        a. Date and time of the removal actions,
        b. Information on services that are available to persons living in the encampment, and
        c. Information on how unattended belongings will be handled on the day of the removal action, including what will be stored and how they can be recovered.
5. Maintain awareness of efforts serving the encampment in question and encampments broadly.
6. Make every reasonable effort to offer shelter and supportive services to persons living in an encampment before taking action to remove an encampment.
7. Prioritize health and safety in assessing encampments, and where appropriate address hazards prior to or independent from any removing operation.

DRAFT

ORDINANCE NO. _____

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

*** * * * ***

AN ORDINANCE ADDING A NEW CHAPTER 3.109 OF TITLE 3 OF THE SAN MATEO COUNTY ORDINANCE CODE TO REGULATE ENCAMPMENTS ON PUBLIC PROPERTY IN THE UNINCORPORATED AREAS OF SAN MATEO COUNTY (HOPEFUL HORIZONS: EMPOWERING LIVES INITIATIVE)

The Board of Supervisors of the County of San Mateo, State of California, **ORDAINS** as follows:

WHEREAS, all San Mateo County residents should have safe, healthy, and dignified shelter, and the County is dedicated to reaching and maintaining Functional Zero homelessness, where every unsheltered homeless person in the County who chooses assistance will be provided interim or permanent housing; and

WHEREAS, homeless encampments, which are plagued by fire risks, unsanitary conditions, public safety hazards, and environmental degradation, are unsafe and unhealthy for individuals living in them and make surrounding communities less safe and less healthy; and

WHEREAS, the County recognizes that homelessness is connected to trauma in a number of ways, as individuals and families experiencing homelessness face the daily trauma of not knowing whether they will be able to sleep in a safe environment or obtain regular meals; are highly vulnerable to violence, victimization, and adverse health

outcomes; and a disproportionate number of those experiencing homelessness have suffered past forms of trauma such as child abuse and domestic violence; and

WHEREAS, trauma-informed care is an evidence-based practice that recognizes the trauma associated with homelessness and focuses on tenets such as safety, compassion, trustworthiness, learning, and empowerment; and

WHEREAS, the County employs, and will continue to employ, multi-disciplinary outreach teams who are trained to utilize trauma-informed care when engaging with homeless individuals living in encampments over the course of weeks, months, and sometimes years to support them in their healing and housing journeys; and

WHEREAS, the County's trauma-informed care engagement efforts directed to homeless individuals living in encampments include: Coordinated Entry System ("CES") assessment and placement; transportation assistance; food and hygiene resources and care kits; referrals to Street Medicine and/or the Homeless Engagement Assessment and Linkage (HEAL) program, which provides field-based mental health and additional treatment; connection to the Healthcare for the Homeless outreach team for linkages to primary care, dental, and/or vision services; assistance with obtaining vital documentation (ID, Social Security Card, birth certificate); and assistance with employment resources; and

WHEREAS, when engaging with individuals living in encampments, the County's outreach and enforcement teams are, and will remain, cognizant of potential language barriers, and take steps to comply with the County's Language Access Policy, which calls for meaningful access to County services, programs, benefits, and information for all County residents, regardless of their English language proficiency; and

WHEREAS, County services, programs, benefits, and information are, and will continue to be, offered to all individuals living in encampments, regardless of citizenship status; and

WHEREAS, when individuals living in encampments accept shelter, they are placed at one of the County's congregate or non-congregate shelters, with women and families placed separately from single men; and

WHEREAS, all individuals placed in a shelter are assigned a shelter case manager, who will meet with each individual regularly and work with them on a housing-focused case plan, which includes obtaining housing readiness documentation (ID, Social Security Card, birth certificate), applying to housing waitlists, earning income either through benefits (such as General Assistance, Supplemental Security Income, and Social Security Disability Insurance), or securing employment, and addressing healthcare and treatment needs; and

WHEREAS, shelter stays in the County generally last for 90 to 120 days, but extensions are approved if the individual is actively working on a case plan toward longer-term stable housing; and

WHEREAS, since the start of the COVID-19 pandemic in March 2020, the County has added 146 permanent supportive housing units and 409 non-congregate units, including the Navigation Center – which offers 240 safe temporary living spaces for individuals and couples, along with intensive wrap-around support services – and successfully converted five hotels into interim non-congregate housing and permanent supportive housing: (1) Coast House (formerly Coastside Inn), a 51-room interim housing site serving the Coastside community; (2) The Pacific Shelter (formerly Pacific Inn), a 74-room interim housing site located in Redwood City; (3) El Camino House (formerly The Stone Villa Inn), a 44-room interim housing site located in San Mateo; (4) Shores Landing (formerly Towneplace Suites), a 95-unit permanent affordable housing site for seniors who were previously homeless or at risk of homelessness, also located in Redwood City; and (5) Casa Esperanza (formerly The Comfort Inn), a 51-unit permanent supportive housing site for previously homeless individuals, also located in Redwood City; and

WHEREAS, mindful of the decision of the United States Court of Appeals for the Ninth Circuit in *Martin, et al. v. City of Boise* (2019) 920 F.3d 584, and related case law, this Ordinance conditions enforcement of prohibitions on illegal encampments on public property in the unincorporated areas of the County on the availability of shelter, and

further provides that those charged with a misdemeanor for violations of the Ordinance shall be entitled to participate in appropriate diversion programs offered by the San Mateo County Superior Court, the goal being to route individuals to shelter, and not to jail; and

WHEREAS, also mindful of practical difficulties faced by individuals attempting to remove property from encampments, this Ordinance mandates that the County offer reasonable assistance in the removal and temporary storage of such property, and the County is also dedicated to ensuring that all storage locations for such property will be near accessible transit and reasonable transportation services will be offered to individuals.

SECTION 1. A new Chapter 3.109 of Title 3 of the San Mateo County Ordinance Code regulating illegal encampments on public property in the unincorporated areas of San Mateo County, which Chapter shall be known as the Hopeful Horizons: Empowering Lives Initiative ("Chapter"), is hereby adopted to be numbered and entitled and to read as follows:

Chapter 3.109 – Hopeful Horizons: Empowering Lives Initiative.

3.109.010 - Definitions.

(a) **"Encampment"** means any tent, makeshift structure, or accumulation of belongings in a place not meant for human habitation, belonging to at least one person, where the person or people plan to stay in one location continuously with no definite plans to move, except when such activity occurs (i) in a public area that the County has specifically set aside or clearly marked for public camping, such as a campground or picnic area, and (ii) with a valid permit, reservation, or other applicable authorization from the County.

(b) **"Exigent Circumstances"** means there are facts and circumstances that would cause a reasonable person to believe that, in the interest of public safety and

welfare, an Encampment urgently needs to be removed with less than 24 hours' notice. Exigent Circumstances include, but are not limited to, material fire risk, obstructing or interfering with the flow of pedestrian or vehicular traffic, blocking access to a parking lot of a building, or outbreak of a communicable or contagious disease.

(c) **"Personal Effects"** means personal property consisting of any of the following items:

1. Identification/Social Security cards;

2. Medications, medical devices, eyeglasses;

3. Photos/photo albums;

4. Tax, medical or legal records;

5. Nonperishable food items; and

6. Any other reasonably usable, not overly soiled, nonverminous items that reasonably appear to have value to persons experiencing homelessness, including tents, sleeping bags, clothes, and functional bicycles.

(d) **"Shelter Location"** means a public or private facility, with available space, including a bed, for an indigent, homeless individual to stay at no charge to the individual. For purposes of this Chapter, Shelter Location does not include any of the following: (a) shelter space where an individual cannot stay because the individual has exceeded a shelter's maximum stay rule; (b) shelter space that cannot reasonably accommodate the individual's mental or physical disabilities; (c) shelter space that does not permit a minor child to be housed in the same facility with at least one parent or legal guardian when the individual in question has custody of a minor child; (d) shelter space for which an individual is required to attend or participate in religious activities or programs as a condition of utilizing the shelter space; or (e) shelter space that is unavailable due to the individual's sexual orientation, gender identity or gender expression, religious affiliation, criminal convictions, or pet(s).

3.109.020 – Intent.

The intent of this Chapter is to preserve the health, safety, and welfare of the inhabitants of San Mateo County, including individuals experiencing homelessness. This Chapter addresses issues such as fire risk, unsanitary conditions, public safety hazards, and environmental degradation associated with unregulated encampments in the County. To that end, this Chapter generally prohibits the establishment of unregulated encampments on public property when there is an available Shelter Location, as defined herein.

3.109.030 Encampment Prohibitions.

(a) When there is an available Shelter Location for a person, it is unlawful and a public nuisance for that person to place, erect, configure, construct, or maintain an Encampment on public property anywhere in the unincorporated area of the County.

(b) Section 3.109.030(a) shall not be enforced against any person unless that person has declined an offer of an available Shelter Location or otherwise has access to shelter or the means to obtain it.

3.109.040 – County Executive Authority To Promulgate Regulations.

The County Executive is authorized to establish standard policies, procedures, forms, and/or administrative regulations that are consistent with this Chapter in order to implement this Chapter.

3.109.050 – Penalties For Violations.

(a) Any person who is in violation of this Chapter shall be given at least two (2) written warnings prior to enforcement of the violation as a misdemeanor. The written warnings may be issued at any time a violation is identified regardless of the duration of time between each warning, subject to the requirements of Subsection (b) below, and regardless of the location of the Encampment. Each written warning will be issued in accordance with the County's Language Access Policy and shall provide the person with information about at least one available Shelter Location, as required by Section 3.109.030(b) and shall include a written offer of placement in such Shelter Location.

(b) Each day that an Encampment exists under Section 3.109.030(a) shall be a separate violation of this Chapter, and each written warning required under this Section 3.109.050 shall be given no more frequently than once during every 24-hour period.

(c) A person who is in violation of this Chapter shall be guilty of a misdemeanor 24 hours after receiving a second written warning as set forth above and failing to vacate the Encampment.

(d) If a person who violates this Chapter is subject to arrest, the arresting officer shall be permitted to seize and store the Personal Effects of the person arrested if necessary to prevent items from being stolen or damaged and/or if deemed necessary to prevent the immediate reestablishment of an Encampment that violates this Chapter.

(e) Any person charged with a misdemeanor violation under this Chapter shall be entitled to participate in any appropriate diversion programs offered by the Superior Court.

3.109.060 –Removal and Storage of Personal Effects.

(a) The establishment of an Encampment that violates this Chapter is declared a public nuisance, and appropriate County representatives are authorized to remove any such Encampment after providing notice and complying with the Shelter Location requirements set forth in this Chapter. Unless a seizure of Personal Effects or other items of property and arrest occur related to a misdemeanor violation, as set forth above in Section 3.109.050(d), or unless Exigent Circumstances exist, at least 72-hours' written notice shall be given before the County removes any Personal Effects belonging to anyone found to be in violation of this Chapter.

(b) Personal Effects or other items of property that pose an imminent threat to public safety or health, are contraband, are evidence of a crime, are obstructing or interfering with the flow of pedestrian or vehicular traffic, and/or are blocking access to a parking lot of a building shall not be subject to the above-described notice requirements and may be immediately removed by appropriate County staff, pursuant to law.

(c) When neither Exigent Circumstances nor the circumstances described in Section 3.109.060(b) exist, prior to removing an Encampment found to be in violation of this Chapter, a written notice with the following information shall be provided to the person violating this Chapter in accordance with the County's Language Access Policy:

1. The date and time of written notice;

2. The location of the notice;

3. The following statement: “Persons in this area must vacate and remove all belongings on or before: [insert date and time to vacate]. The County will clean this site on or after the time and date specified above. Unaccompanied items are subject to removal and may be discarded or destroyed.”

4. A telephone number and a physical address for individuals receiving the notice to direct questions or concerns regarding removal and storage of Personal Effects, and to make requests for reasonable assistance from County representatives in the removal of Personal Effects.

(d) After the notice period has expired, at the time of removal of any Personal Effects from an Encampment, County representatives shall conspicuously post a dated notice, at or near the location from which Personal Effects were removed, with the following information:

1. A statement that Personal Effects were removed;

2. A telephone number for information on retrieving Personal Effects;

3. A physical address where the Personal Effects are temporarily stored and instructions for retrieving the Personal Effects;

4. A statement that Personal Effects will be stored for 90 days.

The posting of notice required under this subsection shall not apply if the removal of Personal Effects is conducted pursuant to Section 3.109.050(d) and the arresting officer has reason to believe that all items belong to the individual(s) being arrested. In such cases, the individual(s) being arrested shall be provided with written notification of where their Personal Effects are being stored and how to retrieve them at a later date.

(e) County representatives shall itemize and photograph all removed Personal Effects and place such Personal Effects in containers labeled in a manner facilitating identification by County representatives and the owner and which reasonably protect such Personal Effects from damage or theft.

(f) Personal Effects stored by the County which are claimed within 90 days from removal shall be released to the person claiming ownership providing they provide reasonable evidence of ownership, including, for example, identifying the property and the approximate location where the property was left. Presentation of a government-issued identification shall not be required to reclaim Personal Effects.

(g) Personal Effects that remain unclaimed after 90 days may be discarded, recycled, dedicated for public use, or given to a nonprofit agency for charitable use.

(h) Where the County has a reasonable basis to believe that an Encampment has been abandoned and is not occupied, the County may promptly remove any items that reasonably appear to be garbage. For items that do not reasonably appear to be garbage, the County may post a written "notice of apparently abandoned property" which notifies potentially interested parties that the County believes the site to be abandoned and will discard unclaimed items in no fewer than 72 hours. In these circumstances, the County shall have no obligation to attempt to identify, remove, and/or store any unattended items that reasonably appear to have no value. If unattended items remain at an apparently abandoned site after a notice period of 72 hours or longer, the County may discard, recycle, or donate items that remain.

3.109.070 Interpretation of Chapter.

(a) Nothing in this Chapter shall be interpreted or applied so as to create any requirement, power, or duty in conflict with any federal or state law.

(b) Nothing in this Chapter shall be interpreted as excusing any individual from complying with other provisions of the County's Ordinance Code.

SECTION 2. SEVERABILITY. If any section, subsection, sentence, clause or phrase of this Ordinance is for any reason held to be invalid or unconstitutional by the decision of a court of competent jurisdiction, it shall not affect the remaining portions of this Ordinance. The Board of Supervisors declares that it would have adopted this Chapter and each and every section, subsection, sentence, clause, and phrase thereof not declared invalid or unconstitutional, without regard to whether any portion or this ordinance would be subsequently declared invalid or unconstitutional.

SECTION 3. EFFECTIVE DATE. This Ordinance shall be effective 30 days from the date of adoption.

* * * * *

Data from Doorway Housing Portal



Approximately **17,000 housing applications** in the last 365 days for properties located in the **City of San Mateo**



20 listings published in **City of San Mateo**, out of a total of **60 listings** published in the **County of San Mateo County** in the last 365 days



Over **800,000 unique Doorway Housing Portal users**

CSAT Responses from Doorway Users

Doorway collects CSAT responses from users as part of its Doorway Housing Portal user support program. Below is a selection of comments that were left in CSAT surveys collected in September 2026.

I was pleasantly surprised at the **prompt response** *I received. Gladys was so pleasant and helpful. I thought my general email might not even get a response, but I got the exact information I needed and quickly.*

Me contestaron el correo el mensaje inmediatamente y creo que van a hacer una llamada y **estoy satisfecha gracias**

Absolutely they have been **great in helping with my search**

Easy and helpful. *Everything very informative. Thank you for your great service. I appreciate it.*

Yes, doorway is a helpful platform. **I wouldn't know where to apply without it.**

thank you guys you guys have been **the most helpful in every way possible** *you guys are awesome thank you for your awesome customer service*